



PROVIDENCE HOUSING AUTHORITY

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STEPHEN J. O'ROURKE
EXECUTIVE DIRECTOR

DOMENIC V. SCHIANO
DEPUTY DIRECTOR

23 January 2004

Michael R. Clement
City Clerk
Department of City Clerk
City of Providence
Providence, RI 02903

Subject: Providence Housing Authority Annual Reports

Dear Mr. Clement:

Pursuant to our responsibilities as delineated in the City of Providence Home Rule Charter please find enclosed 20 copies of the Providence Housing Authority's Annual Report for Fiscal Year 2003.

Please contact me at (401) 709-1101 with any questions.

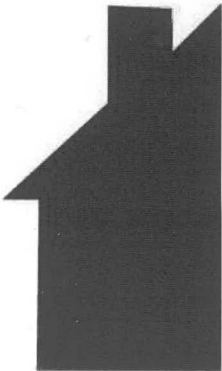
Thank you.

Sincerely,

Stephen J. O'Rourke
Executive Director

IN CITY COUNCIL
FEB 5 2004

READ
WHEREUPON IT IS ORDERED THAT
THE SAME BE RECEIVED.



Providence Housing Authority



FY 2003

Annual Report on Operations

PROVIDENCE
HOUSING
AUTHORITY



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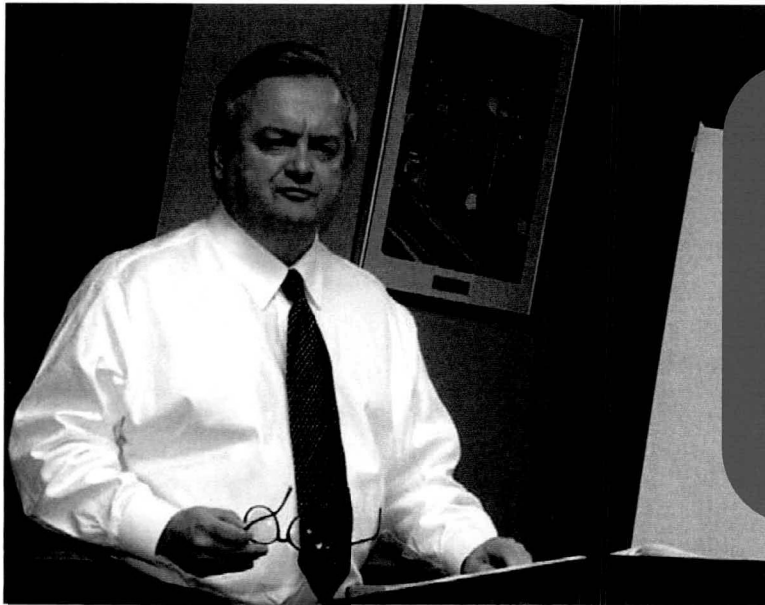
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The Executive Director of the Providence Housing Authority, Stephen J. O'Rourke

Introduction

INTRODUCTION

It is with great pleasure that I present the Providence Housing Authority's FY 2003 Annual Report on Operations. This report documents the performance of the organization, its commissioners and staff over the previous fiscal year. It is organized by department and function and contains information on all activities undertaken during the year. Included in the report are hundreds of performance indicators that measure and assess our performance.

It has been a year of many accomplishments, highlighted by our designation by the Department of Housing and Urban Development as a High Performing housing authority. This designation entitles us to be relieved of some regulatory requirements and to receive additional "bonus" funds under the Capital Fund Program.

Our new Facilities Management office and warehouse were near completion by the end of the fiscal year. This new facility will house the entire administrative staff of the department as well as procurement personnel. A new 3,700 square foot warehouse is attached to the administrative building. This facility will allow for better control of materials and supplies and a coordinated distribution of these goods throughout the PHA developments.



The warehouse portion of the Facilities Management Administrative building

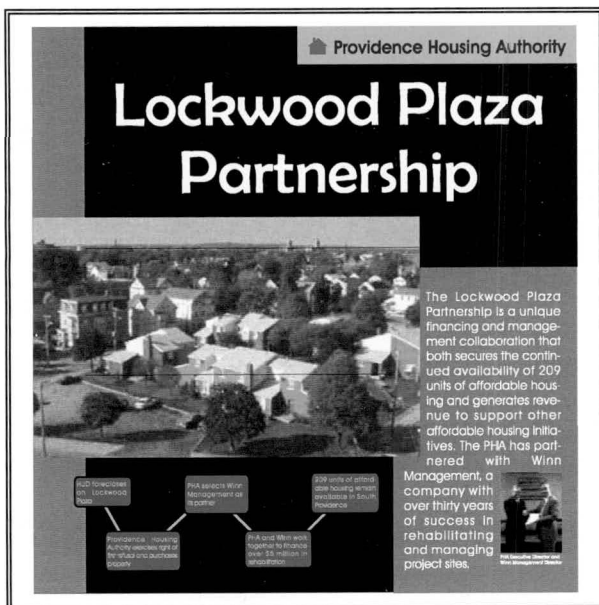
Plans were also finalized and construction scheduled for a new 11,200 square foot community center at Hartford Park. The existing building built in the early 1970s is not suitable or easily converted for our current needs. The gymnasium in the old center will be used until funds are obtained to construct a new gymnasium in the near future. The new center will contain classrooms for self-sufficiency and on-site activities, a new computer lab, a full kitchen, a dance studio, and the administrative offices for the senior staff of the Resident Services Department.



The foundation of the new community center at Hartford Park

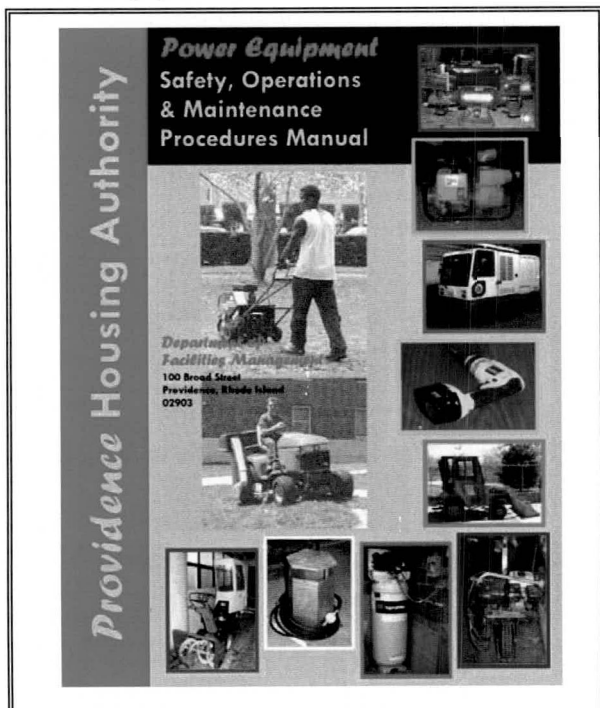
In FY 2003 our peers, once again, recognized us, for four of our programs. The New England Regional Council of the National Association of Housing and Redevelopment Officials (NERC/NAHRO) awarded the PHA with Awards of Excellence for our partnership with Winn Development on the acquisition and rehabilitation of Lockwood Plaza. Another Award of Excellence was received for our Community Boating Program, a collaborative effort with the Community Boating Program at India Point

Park. NERC/NAHRO also awarded the PHA two Awards of Merit for our Computerized Inventory Control System and for our Elderly/Disabled Assessment System. The national organization awarded us an Award of Excellence for the Lockwood Plaza collaboration and Awards of Merit for the other three programs.



A display board used at a NERC/NAHRO Conference

The PHA also received an award from Housing Authority Insurance for our *Power Equipment Safety, Operations & Maintenance Procedures Manual* that informs staff members on the proper use and care of power tools and equipment.



The Power Equipment Safety, Operations & Maintenance Procedures Manual

Through most of FY 2003, our security operations were taxed due to a reduction in personnel in the Providence Police Department's Public Housing Unit. Two of our long-time officers were transferred to other divisions within the department and not immediately replaced. The new chief of police has since reorganized the entire police department and the officers have been replaced and several additional officers assigned increasing the complement to eight officers.

The first full year of our new high-rise security system has been very successful. Last year we installed numerous security cameras and access cards at all of the elderly/disabled developments. Due to this success, we intend to expand the system further in the high-rises and conduct a pilot program at one of the family developments with Weed and Seed funds obtained through the Providence Police Department's Public Housing Unit.

A shortage of affordable housing in the city has had a major impact on our occupancy rate. Previously we experienced vacancies in our elderly/disabled high-rises because of their small size—a majority of them are one-bedroom efficiencies. We never had a comparative advantage over our competition in the private Section 8 housing. Most of those—built in the 1970s and 1980s—were larger with separate bedrooms. However, this past year a shortage of affordable housing has made the efficiencies more marketable resulting in a higher occupancy level for the PHA.

The remainder of this report will provide information that you will find useful in assessing our performance in FY 2003. On behalf of the commissioners and staff, we thank all who have assisted us in making FY 2003 a success.



Mayor David Cicilline attending a PHA Board of Commissioners' Meeting

Executive Director

EXECUTIVE DIRECTOR'S SUMMARY

Organizational Changes

A number of changes took place in the PHA's table of organization in FY 2003. These changes will provide for greater efficiency and effectiveness in our daily operations and, hopefully, reduce our expenses. One of the changes involved the creation of a full-time, nonunion Human Resources Officer in the Office of Executive Director. John Pascucci, the former Associate Director of Facilities Management for Planning and Administration, was selected to fill that role. This change allows the Deputy Director, who formerly undertook those duties, to focus his efforts on the increasingly critical duties of risk management and insurance coverage for the PHA. John's former position was reclassified and became the Director of Administration for the Facilities Management Department. That position was also filled from an in-house promotion.

Another change that took place was the creation of a Buildings and Systems and Controls Unit in the Department of Facilities Management, our largest department. With the number of costly and sophisticated electronic systems being installed throughout our properties, it was determined that a team of specialists should be created to deal with such systems as cable, master building antennas, electronic security systems at our high-rises (soon at our family developments), electronic monitoring of our heating, ventilation and air conditioning systems. The unit was created with staff already working at the PHA. Prior to the reorganization their activities were not coordinated. Now, all their duties are coordinated and planned as a functioning body.

National Association of Housing and Redevelopment Officials (NAHRO) Awards

At the April board meeting, the board was informed that the PHA had been awarded two Awards of Excellence and two Awards of Merit from the New England Regional Council of the National Association of Housing and Redevelopment Officials (NERC/NAHRO) for our programs. Receiving Awards of Excellence were our Lockwood Plaza collaboration with Winn Management and the Community Sailing Program. At the national level, NAHRO awarded the PHA an Award of Excellence for Lockwood Plaza and Awards of Merit for the other three programs.

Board of Commissioners

All but one of the eleven commissioner's positions is filled. The only vacancy that exists is for a resident commissioner. Councilwoman Rita Murphy was appointed by the Providence City Council to fill Bob Clarkin's former seat on the board. Councilwoman Williams brings added value to the board through her position on the council and her many years of living in one of our own public housing developments as a child.

Meeting Attendance

The board met seven times in FY 2003 conducting six regular meetings and holding its annual two-day board training and development retreat in April. The board meeting attendance rate was 73%, an improvement over last year's attendance. If the rate is adjusted for the other councilperson, who failed to attend any meetings in FY 2003, the attendance rate would be 81%. Four board members had perfect attendance records and two missed only one meeting. Nine out of ten commissioners attended at least a portion of the

board training and development retreat in April with seven attending the entire session.

In addition to the regular board meeting, the commissioners conducted committee meetings for the three standing board committees: Finance and Accounting, Asset Management and Capital Improvements, and Resident Services.

Table 1. Board of Commissioners: Meeting Attendance FY 1998-FY 2003

Year	Number of Meetings	Attendance Rate	Training Sessions
FY 2003	7	73%	1 (2-days)
FY 2002	8	71%	1 (2-days)
FY 2001	8	74%	1 (2-days)
FY 2000	8	78%	1 (2-days)
FY 1999	7	80%	1 (2-days)
FY 1998	9	80%	0

At the September board meeting, members received updated Board Orientation Manuals. These manuals contain comprehensive information about the Housing Authority and how to be a more effective board member. Manuals included such information as: structure and table of organization, a brief history of the public housing and Section 8 programs, demographic data about our residents, maps and aerial photographs of each of our developments, copies of the R.I. Public Housing Laws, Open Meeting Law, board policies and by-laws.

In November the board elected officers for a two-year term. Re-elected as officers were: Tom Anton (chairman), Paul Waldman (Vice-Chairman), Ted Low (Vice-Chairman), Stephen O'Rourke (Treasurer/Secretary).

At the invitation of the Dr. Anton, mayor-elect Cicilline was invited and attended the December meeting. Offered the opportunity to speak, the mayor-elect thanked the Housing Authority for their fine work over the years and expressed his desire for all the city departments to operate as well as the PHA. An article in the Boston Globe described the mayor-elect's visit to the PHA board meeting later that month.

The board awarded Certificates of Completion to eight residents, who completed a resident training program, at the February board meeting. The residents participated in classroom and on-the-job training to learn the skills of painting. The ultimate goal of the

program is for the eight participants to create their own paint company or at least find employment in that field.

In April the board was informed that a portion of our Roger Williams Homes site was transferred to the city for the construction of a new high school. We received \$150,000 for the land plus a promise of additional contiguous property, if available.

At the June board meeting the board approved the FY 2004 annual operating budget, which proposed a small surplus in a year with a severe shortfall in operating subsidies. The budget was prepared at the last possible moment due to the uncertainty in the subsidy level amount.

Years of Service Awards

Seven board members were recognized at board meetings for their years of service as commissioners. At the November meeting, the following board members were recognized for their service: Tom Anton (15-years), Ray Murphy (15-years), Paul Waldman (10-years). At the December board meeting four more commissioners were recognized for their years of service: Ted Low (10-years), Jaime Castillo (5-years), Delores Cascella (5-years) and Dorothy Waters (5-years).

Board Training and Development Retreat

The board conducted their annual board training and development retreat at the Chatham Bars Inn in Chatham, MA in April. The 2-day, rainy weekend retreat involved ten sessions from early morning to late afternoon each day. The executive director, planning staff members and three outside presenters, conducted the sessions.



From top left: Thomas Anton, Chairman; Jaime Castillo, Commissioner; Ted Low, Commissioner; Paul Waldman, Commissioner; From bottom left: Rita Wilson, City Councilperson; Delores Cascella, Commissioner; Dorothy Water, Commissioner; Not shown: Paul Lewis, Commissioner, Ray Murphy, Commissioner; Balbina Young, City Councilperson

The presentations, this year, included:

*** ANNUAL SURVEY OF ORGANIZATIONAL EXCELLENCE (SOE)**

The board was briefed on the results of the annual survey of organizational excellence, the 86-question survey completed by the staff each year. The results were gratifying in that it was the third year in a row that the scores for all 20 indicators increased. [More on the SOE results in this section.]

*** ANNUAL HUD REVIEW**

Nancy Smith, director of the Department of Housing and Urban Development's (HUD) Providence Office was able to join the board and provide an insightful overview of what is taking place at HUD. Of primary concern to the board was the proposed subsidy reduction and certain regulatory changes that may affect the PHA's operations.

*** STRATEGIC PLAN, GOALS MANAGEMENT AND PUBLIC HOUSING ASSESSMENT**

The board reviewed the status of the Strategic Plan and Goals Management Plan. All goals and objectives were reported on-schedule or completed with only a few experiencing obstacles to completion. The board also reviewed the results of the FY 2002 PHAS results, in which, the PHA earned high performer status. [More detailed information on the Strategic Plan, Goals Management Plan and PHAS elsewhere in this report.]

*** LOW-INCOME HOUSING TAX CREDIT (LIHTC)**

Robert D. Solomon, Managing Partner of Beekman Securities of New York City, conducted a training and information session on the LIHTC. This session was particularly timely, since the PHA will be applying for LIHTC for our Williams Place Housing Development.

*** RESIDENT SATISFACTION SURVEY**

Staff presented the results of our annual Resident Satisfaction Survey. The presentation, consisting of a lengthy PowerPoint presentation, indicated that residents at PHA developments are generally satisfied or very satisfied with their living environment, the level and delivery of services, and the professionalism of the persons providing the service. [A separate report is available that presents the findings of the Resident satisfaction Survey.]

*** PROVIDENCE HOUSING AUTHORITY HISTORY PROJECT**

Paul Campbell, who was selected to write the PHA's history, presented a 2.5 hour slideshow and discussion on the PHA's sixty-three years of providing housing

services to the citizens of Providence. Through numerous sources, including individuals who worked and/or lived in the developments, a fascinating story of success, failures and achievements is being documented.

*** ASSESSMENT SURVEYS**

Staff members presented the results of surveys conducted of various stakeholder groups in preparation for next year's strategic plan update. The assessments provide valuable information about the needs of our stakeholders and how well the PHA is performing.

*** ANNUAL PLAN UPDATE**

The board was briefed on the HUD-required Annual Plan, which outlines the PHA's programs and activities for the year. The goals and objectives from our own Goals Management Plan were included in the plan. HUD's annual plan requires housing authorities to have quantifiable goals that can be measured.

*** ORGANIZATIONAL CHANGES**

Board members were briefed by the executive director about changes in the organizational structure and staffing of the organization. [More on this elsewhere in this report.]

*** MEASURING BOARD EFFECTIVENESS**

A self-assessment survey was distributed and described to the board. Board members were encouraged to complete the survey, which measures the effectiveness of the board. The information obtained from this survey will allow the board to determine where, if any, weaknesses exist in the board's governance and operations.

Public Housing Assessment System

The PHA was rated a High-Performer by the Department of Housing and Urban Development in FY 2003. PHA scored 93 out of a total possible score of 100 on the annual Public Housing Assessment System, HUD's method for rating housing authority performance.

- The PHAS consists of four parts:
- Physical Condition of Housing Stock
- Financial Condition
- Management Operations
- Resident Satisfaction Survey

The PHA did well across-the-board, including a perfect score under "Financial Condition." The score of 93 is seven points more than our rating in FY 2002. Our "Physical Conditions" score improved another 15.3% since last year and by 114% since FY 2000. The

average physical score at our elderly/disabled developments was an extraordinary 95, while the average score for our family developments was a very respectable 81. Surprisingly, our scattered sites averaged 76, a passing score, but less than what we expected. Under "Management Operations," the PHA scored a 28 out of a total possible score of 30. The last category, Resident Services Survey, received nine out of ten possible points.

Table 2. PHAS Scores FY 2002

PHAS Indicator	Maximum Score	FY 2002 Score
Physical Inspections	30	26
Financial Condition	30	30
Management Operations	30	28
Resident Services Survey	10	9
	100	93

Table 3. PHAS Score FY 1999 – FY 2003

PHAS Indicator	Max. Score	FY 2002	FY 2001	FY 2000	FY 1999
Physical Inspections	30	26	22	14	19.8
Financial Condition	30	30	26	28.5	28.6
Management Operations	30	28	29	27.7	29.7
Resident Services Survey	10	9	9	8.8	10
	100	93	86	79	88.1

Survey of Organizational Excellence

For the fourth consecutive year, the PHA conducted the Survey of Organizational Excellence Survey. The survey, which is administered to approximately 85% of all full-time staff, consists of 86 questions concerning their opinions about:

- The strength of supervision
- The clarity of organizational focus upon goals and outcomes
- How clearly and focused communication appears to be
- How much are quality, excellence. And innovation stressed and supported
- How well they feel they are being treated as members of the organization.

The survey is divided into five major categories known as dimensions. The five dimensions include: Work Group, Work Setting (Accommodations), Organizational Features, Communication and Personal Demands.

The survey is further divided under the dimensions into twenty "Constructs." The twenty constructs measure:

- Supervisory Effectiveness
- Fairness
- Team Effectiveness
- Diversity
- Change Oriented
- Goal Oriented
- Consistency
- Strategic Orientation
- Quality
- Internal Communication
- Availability of Information
- External Communication
- Job satisfaction
- Time and Stress Management
- Burnout
- Empowerment

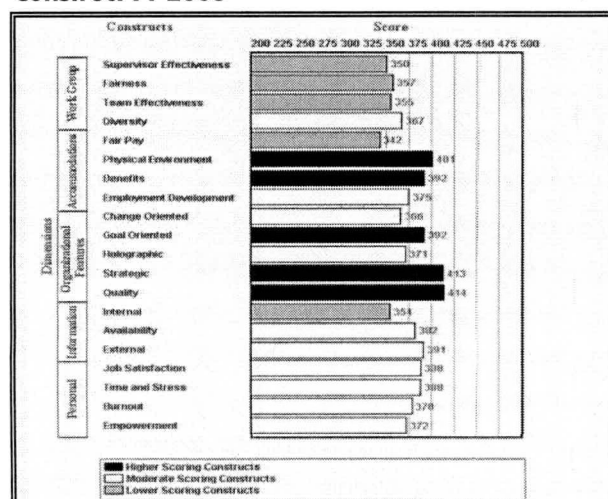
The survey results indicate that the staff is generally satisfied working at the PHA. This is the fourth consecutive year that each of the twenty constructs experienced an increase in their score. Overall, the PHA scored positive on all twenty constructs, with many categories scoring high positive.

The survey also allows for benchmarking against other organizations that participate in the survey. We rated higher than other organizations of similar size, with a similar mission, and compared to all the organization, which have participated. Our four highest rated questions dealt with the quality of services we deliver, our familiarity with our customers, the sense of pride in working for the PHA, and that the staff has a good understanding of our mission, vision, and strategic plan.

Table 4. Survey of Organizational Excellence Scores FY 1999 – FY 2003

Construct:	FY 1999	FY 2000	FY 2001 / FY 2002	FY 2003
DIMENSION I: WORK GROUP				
1. Supervisory Effectiveness	317	314	344	350
2. Fairness	283	285	347	357
3. Team Effectiveness	338	337	347	355
4. Diversity	318	323	363	367
DIMENSION II: WORK SETTING				
5. Fair Pay	377	375	335	342
6. Adequacy of Physical Environment	340	334	394	401
7. Benefits	372	370	385	392
8. Employee Development	349	346	367	375
DIMENSION III: ORGANIZATIONAL FEATURES				
9. Change Oriented	342	340	354	366
10. Goal Oriented	368	369	384	392
11. Consistency	328	327	357	371
12. Strategic Orientation	406	414	408	413
13. Quality	387	382	411	414
DIMENSION IV: INFORMATION				
14. Internal Communication	328	330	341	354
15. Availability of Information	328	341	373	382
16. External Communication	365	370	381	391
DIMENSION V: PERSONAL DEMANDS				
17. Job Satisfaction	350	351	379	388
18. Time & Stress Management	334	350	380	388
19. Burnout	340	339	370	378
20. Empowerment	316	315	366	372

Figure 1. Survey of Organizational Excellence Construct FY 2003



Resident Satisfaction

Another source of pride is how our primary clients rated the level of services we deliver. Annually, the Department of Housing and Urban Development conducts their Resident Satisfaction Survey with a representative group of residents. The PHA staff conducts a follow-up to HUD's survey with their own larger survey (each resident household) to measure resident satisfaction with the level and quality of services. In each case, the PHA rates well.

A sampling of the survey questions and the responses follows:

**Table 5. Resident Satisfaction Survey Results
FY 2003**

Question	Percentage Responding: Very Satisfied or Satisfied
How satisfied are you with your home?	84.7%
How easy was it to request repairs?	82.8%
How well were you treated by the person you contacted for repairs?	83.3%
How well were you treated by the person doing the repairs?	85.0%
Do you think management is courteous and professional with you?	81.5%

The PHA received a nine out of ten possible points in HUD's survey.

Development Activities

★ LOCKWOOD PLAZA

FY 2003 saw the completion of the Lockwood Plaza development. Finished in the spring, the improvements have contributed to the stabilization of an already improving neighborhood. Once the "eyesore" in the neighborhood, Lockwood Plaza is now an excellent example of what can take place through a public-private partnership. Extensive site improvements and refurbishing of the existing units, has resulted in a desirous place to live and the retention of affordable housing units for the city.

Winn Development Corporation of Boston, Massachusetts was selected as a partner with the PHA to rehabilitate the Lockwood Plaza development in the Upper South Providence neighborhood, after a lengthy nationwide selection process. The PHA obtained the development for one dollar from HUD through foreclosure. Originally, the PHA was going to maintain sole ownership and rehabilitate and manage the property. However, since HUD was not providing project-based Section 8 for the development, it was decided that a partner would reduce the risk of going alone. Once the development partner was selected, an up front grant for \$2.1 million was negotiated with HUD to assist in the rehabilitation of the 206 unit site. An additional \$5.0 million revenue bond was also marketed to complete the financing of the rehabilitation. The PHA received an up front fee and will continue to receive annual asset management fees for the project, while our costs are zero.

★ WILLIAMS PLACE (Formerly known as Roger Williams)

Progress finally has begun on the Williams Place development at the end of the fiscal year. After losing most of the original site to the city for the construction of two schools, a community center, and a recreation field, the six acres remaining will provide a location for 65-units of affordable housing. The site will be developed by a partnership comprised of the PHA and Family Housing Development Corporation with Winn Development. Winn was again selected due to their outstanding work at Lockwood Plaza and Wiggins Village, a non-PHA development that they manage. While all the details have not been negotiated as of this writing, the partnership will be structured for the PHA to receive an initial fee followed by annual fees.

Experimental Bonus Incentive Program

This past year we initiated a pilot bonus incentive program. Eligible personnel included Facilities Management and Housing Management personnel assigned to our family and elderly/disabled developments. The program has high-rises competing against other high-rises and family developments competing against other family developments. The winning developments (one family and one elderly/disabled) share a cash bonus. The program is based on eleven key performance indicators:

- Rent collections
- Occupancy
- Results of resident surveys
- Lease-up time
- Resident-management meetings
- Unit turnaround time
- Work order completion rate
- Reduction in work order completion time
- Spot inspections
- Attendance
- Annual OSHA inspection

The winners of the incentive plan in FY 2003 were: Manton Heights (family development) and Dominica Manor (elderly/disabled development). The teams at each of these developments will determine how they want to distribute the bonus.

Employee of the Year, Runners Up, and Employees of the Quarters

The PHA rewards those employees who go "above and beyond" their regular duties. Our Employee of the Year and Quarter recognizes those employees who put in extra effort to fulfill the PHA's mission. Employees of the Year are rewarded with a \$1,000 cash bonus, an extra five days of vacation, a handsome

clock and a certificate for their personnel files. Two runners up receive \$500 and three days vacation.

Employees of the Quarter receive a certificate, clock, and a \$100 gift certificate to their favorite restaurant.

Table 6. Employee of the Year, Runners Up, and Employees of the Quarters FY 2003

Award Type	Awarded to	Department
Employee of the Year 2003	Dave Battey	Facilities Management
Employee of Year (Runner Up)	Elizabeth Farias	Finance & Accounting
Employee of Year (Runner Up)	Ruth Ragosta	Resident Services
Employee of Quarter (July)	David Anderson	Resident Services
Employee of the Quarter (October)	Aida Rodriguez	Leased Housing
Employee of the Quarter (January)	Yolanda Gonzalez	Housing Management
Employee of the Quarter (April)	Regina Perreault	Security Operations



Employee of the Year, Dave Battey

human resources operation and made numerous recommendations to improve the operational effectiveness of that function.

New Administration

The conviction and incarceration of the former mayor resulted in an election of David Cicilline as the new mayor of Providence. Chairman Anton invited the mayor-elect to the December board meeting, which he attended and praised the housing authority.

As part of the mayor's transition, the executive director held several meetings with the new mayor's transition team briefing them on the PHA's activities, as well as an overview of our Strategic Plan, Goals Management Plan, and our overall performance management systems. The executive director also chaired a Rhode Island Public Expenditure Council (RIPEC) committee to examine the city's human resources function. The committee conducted an analysis of the existing

HUMAN RESOURCE + PERSONNEL ADMINISTRATION



PHA Employees at Employee Information Day 2003

Human Resource Management

Human Resource Management is the establishment of an adequate, representative and equitable workforce; the empowerment of personnel through development and training; the maintenance of sound labor relations; the promotion of job satisfaction and creation of a harmonious working environment; and the maintenance of a fair, yet effective disciplinary system.

Recruitment, Selection & Appointment

Human Resources Management includes a variety of activities, and key among them is deciding what staffing needs you have and recruiting and training the best employees to ensure high performance.

Recruitment at the PHA is accomplished through in-house posting of positions, public advertising, community organizations and college recruiting. In addition, over the past few years, the PHA has been recruiting staff through the Employment Support Center, where public housing and Section 8 residents are offered GED, ESL, Job Readiness/Placement, Computer Classes and Office Skills. Residents enrolled in the Family Self-Sufficiency Program, graduates of the Office Skills Class and residents in other training programs at the Employment Support Center are encouraged to apply for employment at the PHA.

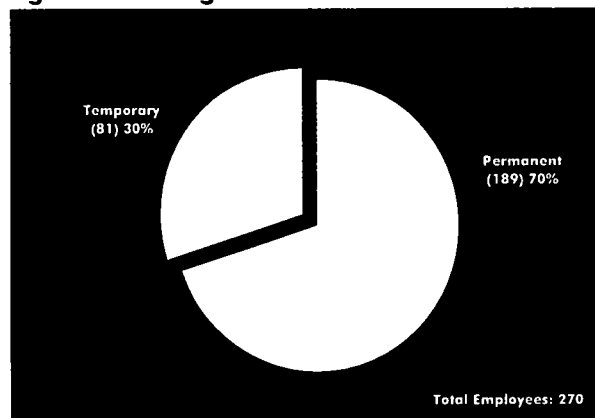
The PHA's prime objective in filling a vacancy is to promote from within the organization while maintaining the integrity of PHA hiring policies. Within the limits of PHA policies and collective bargaining agreements, supervisors have the fullest discretion when filling vacant positions. The appropriate department director, along with the PHA's

Human Resource Officer, use standardized tests and oral exams when conducting initial interviews. Applicants are rated on their interview, education, skills and test performance and are selected on the basis of overall score. The three highest scoring applicants, along with recommendations from the department director, are submitted to the Executive Director for selection. Knowledge, skills and the ability to perform the job functions are the primary criteria for selection. The PHA policy of hiring internally provides incentives for existing staff to strive to improve their skills and abilities with the goal of advancement within the organization.

* STAFFING

At the close of FY 2003, the Providence Housing Authority employed 270 staff members – 189 permanent and 81 temporary employees. This represents an increase in staff over last year of 11 employees or 4.2%.

Figure 2. Staffing FY 2003



The Facilities Management Department has the largest workforce within the PHA with a staff of 122 (99 permanent and 23 temporary employees). The second largest department is Resident Services with 45 employees (20 permanent and 25 temporary). The Housing Management Department consists of 33 employees (30 permanent and three temporary). Leased Housing has 17 employees (16 permanent and 1 temporary). The remaining staff members come under the umbrella of the Executive Office and include the Office of Management Information Services, the Office of Planning & Policy, the Office of Finance, Accounting & Budgeting, the Office of Security Services, the Office of General Council and the Executive Office totaling 53 employees (24 permanent and 29 temporary employees - most of which can be attributed to temporary security personnel).

★ RACIAL COMPOSITION OF STAFF

The staff of the PHA is diverse and represents the ethnic diversity of Providence. The racial composition of the PHA staff is as follows. White: 147 (54.4%); African American: 52 (19.3%); Hispanic: 65 (24.1%); Asian: three (1.1%); and Other: three (1.1%).

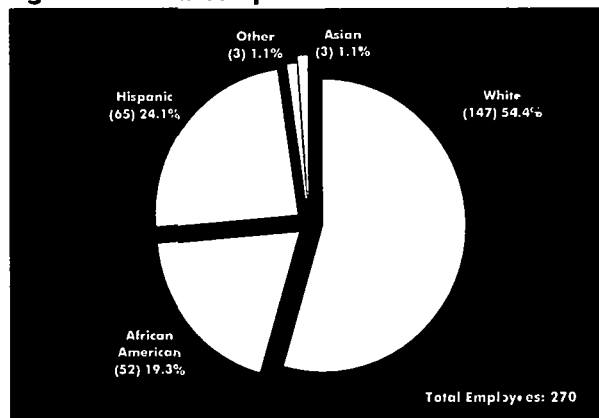
The number of non-minority employees decreased by 3.9% while the number of minority employees increased by 16% from FY 2002.

The table and chart below depict the composition of the permanent and temporary staff.

Table 7. Staff Composition by Race FY 2003

Race	Permanent		Temporary		Total	
	Number	Percent	Number	Percent	Number	Percent
White	120	44.4%	27	10.0%	147	54.4%
African American	29	10.7%	23	8.5%	52	19.3%
Hispanic	35	13.0%	30	11.1%	65	24.1%
Asian	3	1.1%	0	0.0%	3	1.1%
Other	2	0.7%	1	0.4%	3	1.1%
Total	189	70.0%	81	30.0%	270	100.0%

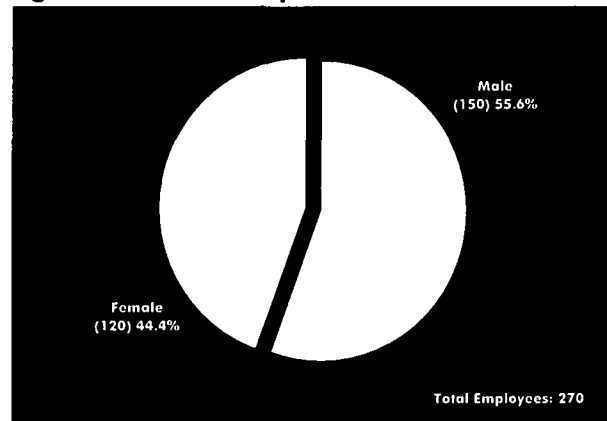
Figure 3. Racial Composition of Staff FY 2003



★ GENDER COMPOSITION

The total composition of both permanent and temporary personnel for FY 2003 is 150 (55.6%) males and 120 (44.4%) females. Male employees comprised 58.2% of permanent staff and 49.4% of temporary staff while females comprised 41.8% of permanent staff and 50.6% of temporary staff.

Figure 4. Gender Composition of Staff FY 2003

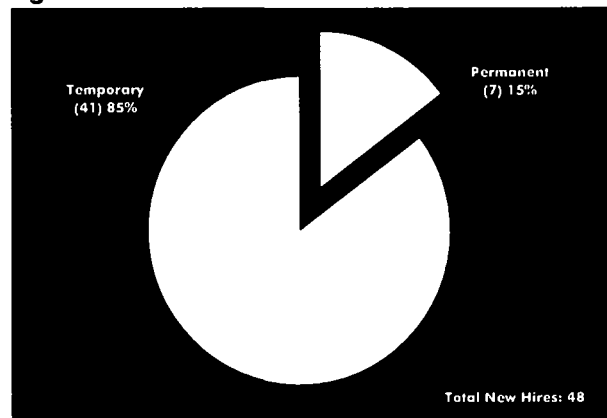


★ NEW HIRES

In FY 2003, forty-eight new employees were hired. Of this total, seven (14.6%) employees were hired on a permanent basis while forty-one (85.4%) were hired temporarily. Of the seven permanent positions, six are still actively employed. Of the 41 temporary employees hired, 21 are actively employed and 20 have either resigned or been terminated. Temporary employees filled positions in the Facilities Management Department, Resident Services Department, Housing Management Department, Leased Housing Department and the Executive Office.

Twenty-six (26) employees were promoted during FY 2003, nine of which were promoted from a temporary to a permanent position.

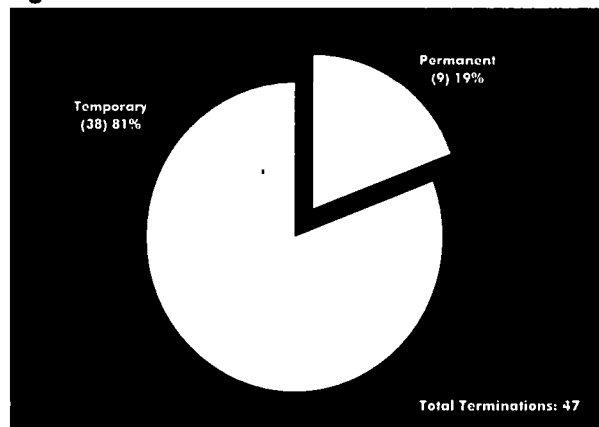
Figure 5. New Hires FY 2003



★ TERMINATIONS

In FY 2003, 48 employees terminated their employment with the PHA. Of this number, nine (18.7%) were permanent employees and 39 (81.3%) were temporary employees. A large majority of these terminations were due to the seasonal nature of the position or because of the high turnover rate among security officers.

Figure 6. Terminations FY 2003



* RETIREMENTS

During FY 2003, one employee retired from their position at the Housing Authority.

* RESIDENT RECRUITMENT AND EMPLOYMENT

Finding the best possible people who fit within the PHA family and can contribute to the organization is both a challenge and an opportunity for Human Resource personnel. It is also a primary goal of the Housing Authority to improve the quality of life for its residents by providing employment opportunities with the agency. Ten years ago, the Authority created a Resident Recruitment and Employment Program. The objective of this program is to offer a training program to residents in the hopes of providing positive incentives for residents to seek employment, better their lives and become productive members of the community. Through this program, the Authority establishes opportunities for residents to:

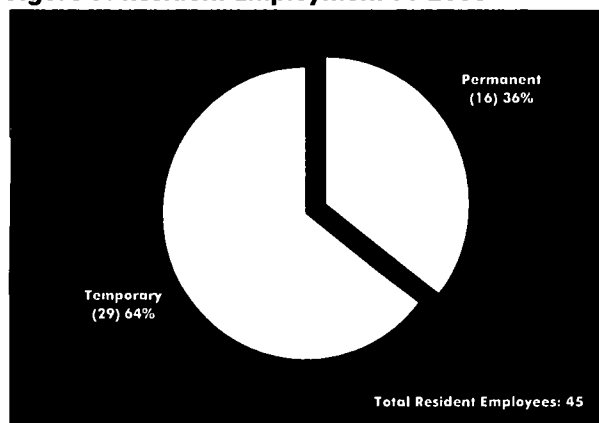
- Learn work skills
- Prepare them for the labor market
- Promote better communications/relations between residents and staff
- Provide a ready pool of employees for vacant positions
- Provide positive incentives to work
- Increase resident self-esteem
- Promote economic independence through self-sufficiency

The training program consists primarily of on-the-job training and some classroom work. The Employment Support Center, with its flexible class schedule, has made it easier for residents to train and prepare themselves for the labor market. Residents selected for this program are not assessed an increase in their rent during their six-month trial period. Only after the training period has been completed and residents begin

to work are rents adjusted to take additional income into consideration. It is the responsibility of the Human Resource Officer to maintain a list of qualified resident applicants to fill vacant positions. As jobs become available, resident applications are reviewed for qualifications.

The PHA currently employs 45 residents, 16 in permanent positions and 29 in temporary positions. These numbers represent 8.5% of the permanent staff and 35.8% of the temporary staff. Most residents are employed in entry-level positions such as Activity Assistants, clerical and maintenance jobs and lower to middle management positions.

Figure 7. Resident Employment FY 2003

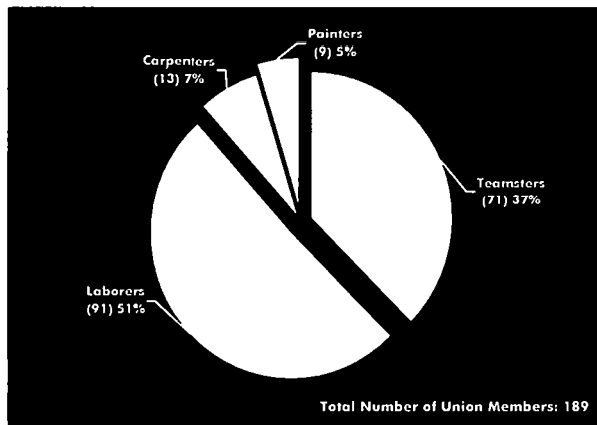


* BARGAINING UNITS

The Providence Housing Authority has labor agreements with four labor bargaining units:

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

The Teamster's Union represents 71 (37.6%) employees; the Laborer's Union represents 97 (51.3%) employees; the Painter's Union represents 13 (6.9%) employees; and the Carpenter's Union represents nine (4.8%) employees. All employees, with the exception of the Executive Director, Deputy Director, Human Resource Officer, Special Assistant, Secretary to the Directors, Legal Counsel and all temporary personnel, are covered by one of the four bargaining units cited above. Relations are cordial and professional.

Figure 8. Union Representation FY 2003

★ GRIEVANCES & ARBITRATION

Management and labor enjoy a good working relationship at the PHA. Managers and union members work together to solve problems before grievances are filed. However, there are times when labor issues must be resolved through the grievance and/or arbitration process. During the past fiscal year, ten grievance sessions were held, three (or 42.9%) more than FY 2001.

Table 8. Labor Grievances FY 1994 - 2003

Year	Number of Labor Grievances
FY 1994	5
FY 1995	4
FY 1996	5
FY 1997	28
FY 1998	12
FY 1999	9
FY 2000	11
FY 2001	20
FY 2002	7
FY 2003	10

★ ABSENTEEISM

Sick leave is a *benefit* that is provided to all permanent employees of the Providence Housing Authority. Absenteeism must be managed in order to maintain the efficiency of our operation. Excessive absenteeism has a negative impact on the authority by putting additional burdens on other staff members, causing work delays and backlogs, and inefficiencies due to the unscheduled reallocation of resources.

Guidelines for Excessive Absenteeism were developed to assist supervisor's in managing employees. Sick leave

privileges are designated exclusively for *legitimate* absences.

During FY 2003, 1.2% (1/10% decrease from FY02) of all hours were classified as sick hours. While this percentage may appear small, it amounts to over six thousand work hours. We will continue to analyze work absences and try to improve situations before they become a problem.

Table 9. Absentees FY 2003

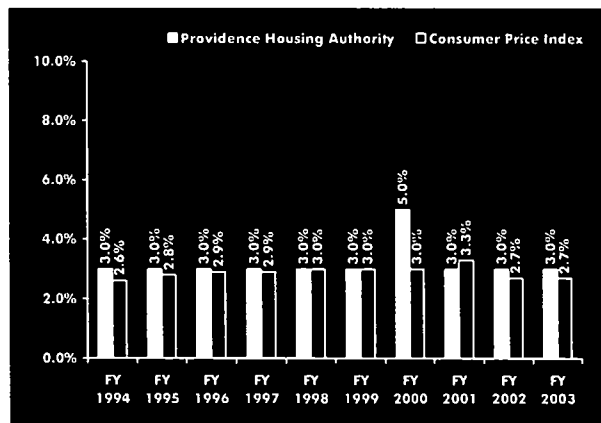
Type of Hours	Hours	% of Total
Regular Hours	471,966	91.8%
Sick Hours	6,081	1.2%
Vacation Hours	21,976	4.3%
Comp Hours	2,924	0.6%
Wk Comp Hours	3,706	0.7%
FMLA Hours	7,592	1.5%
Total	514,245	100%

Wages and Benefits

★ WAGES

At the beginning of each calendar year, the Authority negotiates salary rates with the four unions representing PHA employees. After an analysis is conducted, taking into consideration projected funding from HUD and other sources, a negotiation plan is created and a proposal is offered to the unions. Determination is then made as to which contract provisions should be deleted or revised in order to provide a wage and benefit increase within the limits of the funds available in the budget. This past year all unionized personnel were provided with a 3% wage increase. This increase was greater than the inflation factor by .3% represented by the Employment Price Index (EPI). The annual increase is in addition to step increases that employees are entitled to if they have not reach the final step in their pay scale.

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

Figure 9. Average Wage Increase Versus Consumer Price Index FY 1994 – FY 2003

Wages have remained competitive at the PHA even though HUD's "inflation factor" (the rate of increase in our annual budget determined by HUD) has been insignificant. PHA negotiated wage increases have been keeping pace with the EPI. Over the last ten years the EPI has risen 29.2%, while wages at the PHA have increased by 33% (not including employee step increases) since FY 1993. On average, wages at the PHA rise approximately 3% annually.

★ HEALTH + DENTAL BENEFITS

The Authority has experienced its fifth straight year of double-digit healthcare premium increases. Despite these increases, the Authority continues to provide a very generous benefit package, which includes medical and dental coverage, a contributory retirement plan, educational benefits, sick leave, vacation, holidays and an employee assistance program.

As the cost of healthcare is spiraling out of control, health insurance has become an increasingly valuable employee benefit. The Authority is committed to providing the best affordable medical and dental insurance programs for its employees. During the months of March and June 2003, the Deputy Director, along with our healthcare consultant, conducted informational meetings with the PHA's Healthcare Advisory Committee. The purpose of these meetings was to discuss the trends in healthcare costs, proposed renewal rates and alternatives to the PHA plan design to keep increases at a minimum. The meetings were educational, productive and provided the information needed to help the committee support a new health plan design that became effective on July 1, 2003. The new plan has undergone minor changes in the areas of co-payments for office visits, prescription drugs and out-of-network deductibles in an effort to control current and future healthcare costs.

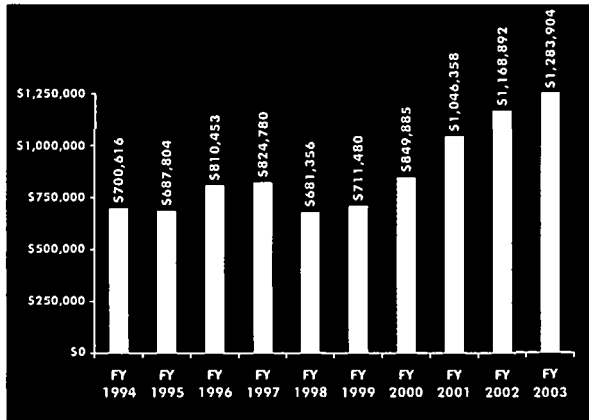
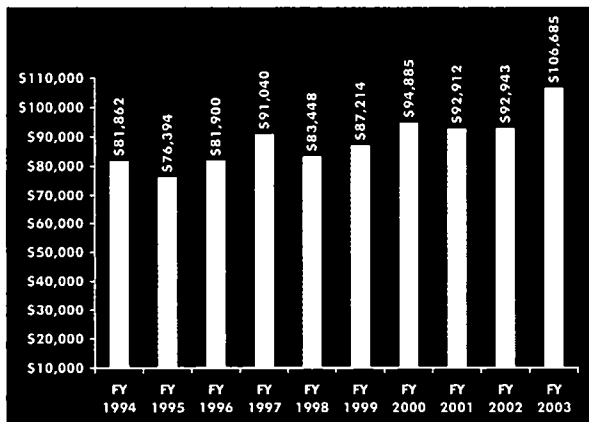
As can be seen in the charts following, healthcare costs have risen dramatically (135%) over the past ten years. During FY 2003, the Housing Authority paid \$1,283,904 for healthcare as opposed to \$1,168,892 in FY02, an increase of 9.8%. We have been able to offset some of this expense through employee contributions totaling \$22,217 and through COBRA payments of \$28,169. Included in the cost of health insurance is the amount the Authority pays (\$58,430) directly to employees covered under their spouse's health plan. If the Authority were to pay the insurance for these 25 individuals it would cost \$173,489. By offering this "buyback" option, the Authority nets a savings of \$115,059.

Dental expenses have also risen from \$92,943 in FY 02 to \$106,685 in FY 2003, an increase of 14.7%. Included in this amount is a final lump sum payment to Delta Dental of \$5,134 due to underestimated claim experience. We were able to offset some of the cost through employee contributions totaling \$2,558 and COBRA payments of \$2,559.

It should be noted that there was an adjustment of \$9,309 to the total cost for healthcare in FY 2002. This was due to additional healthcare expenses for temporary carpenters and painters.

Table 10. Health Care Costs per Employee FY 1994 – FY 2003

Year	Total Cost	# of Employees	Cost per Employee
FY 1994	\$700,616	157	\$4,463
FY 1995	\$687,804	156	\$4,409
FY 1996	\$810,453	164	\$4,942
FY 1997	\$824,780	169	\$4,880
FY 1998	\$681,356	174	\$3,916
FY 1999	\$711,480	181	\$3,931
FY 2000	\$849,885	189	\$4,497
FY 2001	\$1,046,358	169	\$6,191
FY 2002	\$1,168,892	163	\$7,171
FY 2003	\$1,283,904	170	\$7,552
% Change FY 2002 – FY 2003	9.8%	4.2%	5.3%
% Change FY 1994 – FY 2003	83.2%	8.2%	69.2%

**Figure 10. Health Benefit Costs
FY 1994 – FY 2003****Figure 11. Dental Benefits Costs
FY 1994 – FY 2003**

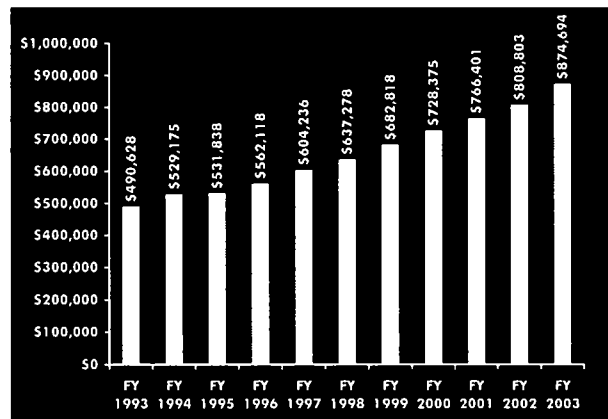
As the cost of healthcare is spiraling out of control, health insurance has become an increasingly valuable employee benefit. The Authority is committed to providing the best affordable medical and dental insurance programs for its employees.

★ PENSIONS

All permanent, union employees have two contributory pension plans: their union plan and the PHA-provided Mutual of America plan. Over the past five years, pension costs have increased by 28% from \$682,818 in FY 1999 to \$874,694 in FY 2003. The cost per employee has risen only 3.5% from \$4,469 in FY 2002 to \$4,628 in FY 2003 but has risen 37.2% over the past ten years. The number of employees participating in this plan has increased 4.4% from 181 in FY 2002 to 189 in FY 2003.

**Table 11. Pension Costs per Employee
FY 1994 – FY 2003**

Year	Total Cost	Number of Employees	Cost per Employee
FY 1994	\$529,175	157	\$3,371
FY 1995	\$531,118	156	\$3,405
FY 1996	\$562,118	164	\$3,428
FY 1997	\$671,236	169	\$3,972
FY 1998	\$637,278	174	\$3,663
FY 1999	\$682,818	181	\$3,772
FY 2000	\$728,375	190	\$3,834
FY 2001	\$766,401	192	\$3,992
FY 2002	\$808,803	181	\$4,469
FY 2003	\$874,694	189	\$4,628
% Change FY 2002- FY 2003	8.1%	4.4%	3.5%
% Change FY 1994- FY 2003	65.2%	20.3%	37.2%

**Figure 12. Total Pension Costs
FY 1994 – FY 2003**

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

Table 12. Pension Plan Costs FY 2003

Pension Plan	Costs to PHA	Percentage of Total
Laborers	\$228,147.60	26.1%
Teamsters	\$184,066.00	21.0%
Painters	\$52,245.43	6.0%
Carpenters	\$61,280.61	7.0%
Mutual of America	\$348,954.16	39.9%
Total	\$874,693.80	100.0%

Risk Management and Safety*** WORKERS COMPENSATION**

Workers compensation claims were in a steady decline from 1996 to 1999 but began to rise again in fiscal years 2000-2001. They declined in 2002 but are once again on the rise with 40 claims filed in FY03, up considerably (51.8%) from the 27 claims filed in FY02. Our workers compensation premiums also increased from FY02 by \$23,447 or 10.9% and a staggering 137.3% (\$137,401) over the past five years. The cost per employee is \$879 compared with \$826 last year, an increase of 6.4%.

Annually the Authority conducts workplace OSHA compliance safety inspections at all of our Facilities Management worksites. As a result of the inspections workplace practices and physical conditions potential exposures been reduced in 2003 to 18 from 44 in 2002 a decline of 59%. The inspections provide the Authority with the information needed to head in the right direction.

During this fiscal year, four hundred sixty-seven (467) days were lost from work from injuries sustained. This number is slightly higher than last years' four hundred fifty-three (453) days, an increase of fourteen (14) days or 3%. It should be noted that of the 467 days lost, 262 days (56%) are attributed to three employees injured in FY02. Although the number of claims has increased dramatically since last year, the number of days lost is only slightly higher.

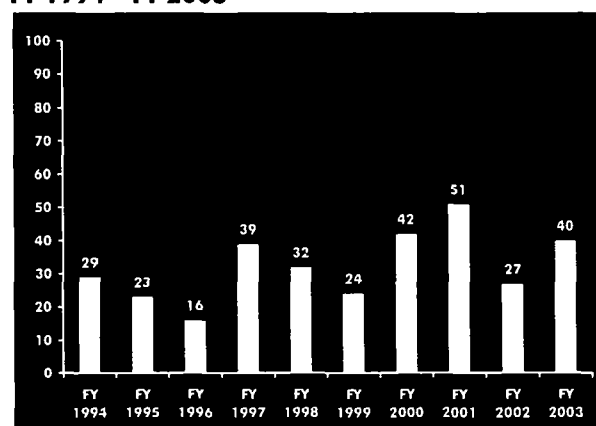
Of the employees injured in FY03, the average number of weeks lost per employee is one week, down from last years' average of three weeks per injury. The majority of employees (18) injured on the job lost no time from work. Eight employees lost less than one week's time, twelve employees lost between one and six week's time and two employees lost between six and eight week's time. Of the injuries carried over from FY02, two employees lost between one and six weeks and one employee lost just less than 46 weeks.

Table 13. Workers Compensation Claims FY 2003

Time Lost	# Injuries FY03	# Injuries FY02 (carried over)	Total
No Time Lost	18		18
< 1 Week	8		8
> 1 Week & < 6 Weeks	12	2	14
> 6 Weeks & < 8 Weeks	2		2
> 8 weeks		1	1

In a continued effort to reduce the number of workers compensation injuries, the PHA follows the guidelines outlined in the Risk Control Plan, which requires PHA staff to:

- Conduct quarterly Safety Committee meetings
- Claims review semi-annually
- Increase the amount of safety awareness + injury prevention training
- Respond swiftly to correct all reported safety problems
- Investigate and document all accidents
- Provide a medical delivery system
- Case Manage all injuries
- Offer Return to Work program
- Conduct annual OSHA inspections

Figure 14. Workers Compensation Claims FY 1994 - FY 2003**Table 14. Workers Compensation Premiums FY 1994 - FY 2003**

Policy Year	Premium	% Change (from Previous Year)	Number of Employees	Cost per Employee
1994-1995	438,529	-17.2%	222	1,975
1995-1996	352,420	-19.6%	251	1,404
1996-1997	207,171	-41.2%	229	905
1997-1998	122,000	-59.0%	266	459
1998-1999	\$111,233	-8.8%	234	\$475
1999-2000	\$100,046	-10.1%	260	\$385
2000-2001	\$133,384	+33.3%	278	\$480
2001-2002	\$207,000	+55.2%	284	\$729
2002-2003	\$214,000	+3.4%	259	\$826
2003-2004	\$237,447	+10.9%	270	\$879

★ GENERAL LIABILITY INSURANCE

Over the past five years, liability insurance premiums have fluctuated. Premiums for the upcoming year have increased by \$26,988 or 16% from \$169,000 to \$195,988. The increase in insurance cost for the fiscal year beginning July 1, 2003 was due to increases in our property values, and changes in new insurance guidelines issued by reinsurers of property insurance after the September 11, 2001 terrorist attacks. Another factor for our rate change was an increase in claim experience this past winter, because of the severe weather. They include major increases in pricing as well as new limitations on coverage. The effective implementation of the five risk control techniques, have been the tools used by the Authority to reduce the risks before they happen. These techniques have been essential to the success the Authority is having in keeping its insurance costs low prior to the terrorist events.

**Table 15. General Liability Premiums
FY 1994 - FY 2003**

Policy Year	Premium	% Change (from Previous Year)	Losses	Outstanding Liability
1994-1995	\$88,293	-20.1%	\$29,602	\$39,475
1995-1996	\$101,967	15.5%	\$876	\$16,823
1996-1997	\$111,467	9.3%	\$0	\$0
1997-1998	\$124,490	11.7%	\$10,439	\$20,129
1998-1999	\$118,151	-5.1%	\$8,139	\$89,061
1999-2000	\$135,172	+14.4%	\$132	\$22,868
2000-2001	\$122,994	-9.0%	\$1,577	\$75,923
2001-2002	\$150,158	+22.1%	\$11,939	\$12,371
2002-2003	\$169,000	+12.5%	\$25,284	\$64,202
2003-2004	\$195,988	+16.0%		
Total			\$11,375	\$210,325

★ SAFETY COMMITTEE

Risk Management is a pro-active approach to managing the Authority's operational exposures. The Providence Housing Authority's Risk Management Program involves the use of physical and human resources to reduce the frequency and severity of accidents. Insurance is one tool of risk management. When joined with good risk control techniques

practiced at the PHA on a day-to-day basis, the combination produces a far greater potential for reducing costs than insurance management alone. The Authority's Risk Management Program and Plan is credited with the substantial long-term education in the cost of Workers' Compensation and General Liability Insurance.

Our dedication to meeting the needs of our residents and our personnel is the Authority's goal. Providing a safe environment in which to work and live is a primary objective of Housing Authority's safety program. This program has been in existence for over ten years. Its goals are to provide training and ongoing education in risk management to residents and staff of public housing. To be successful, such a program must embody the proper attitudes towards injury and illness prevention regarding safety and health matters. In an effort to reduce the number of disabling injuries and illnesses, management agrees to provide all mechanical and physical facilities required to ensure the highest standards of personal safety and health.

The Safety Committee consists of volunteer staff members from each department. The committee developed a safety-meeting schedule six months prior to the beginning of the 2003 fiscal year and held four quarterly meetings. Their goals are to educate, resolve safety issues and set an example for other staff members. Over the next five years, the Safety Committee has resolved to:

- Update/revise the PHA Safety Manual
- Conduct quarterly Safety Committee meetings
- Conduct a minimum of four safety training sessions annually
- Conduct a minimum of four safety inspections at all PHA Developments and facilities annually
- Seek new members



Safety gear worn by PHA Facilities Management Staff

In addition, a 10-year cost analysis of all insurance costs was prepared and all insurable property was assessed to determine if coverage is adequate. Workers' Compensation claims and General Liability claims were review to determine types and frequency. Training and education sessions on the PHA's Internal Claim Management System will be conducted annually. And, we will continue to evaluate and monitor all claims against the PHA.

* RISK MANAGEMENT AWARDS

During FY 2003-2004, the PHA received three awards from our insurance provider:

- Outstanding Risk Control Program Award
- Risk Work Control Plan
- Second Runner-Up HARRI Award

Family Medical Leave

In accordance with the Family Medical Leave Act of 1993, the Providence Housing Authority maintains a policy that provides generous leave to employees meeting the eligibility requirements with family or medical problems requiring them to be absent from work. During FY 2003, 31 employees took advantage of this program and took time out of work. Additionally, three employees on FMLA in FY02 carried leave over to FY03. The combined average length of time away from work was six weeks per employee. One thousand one days (or 200 weeks) were lost from work during fiscal year 2003.

Table 16. Family Medical Leave FY 2003

# Weeks	# On Leave FY03	# On Leave FY02 (carried over)	Totals
< 1 Week	1		1
1 - 4 Weeks	11	2	13
4 - 8 Weeks	11	1	12
8 - 13 Weeks	7		7
13+ Weeks	1		1

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 to reduce stress, to generate good mental health and to nurture personal growth both on and off the job. This is accomplished through counseling and service programs. All of the Providence Center's programs are confidential. In FY 2003, approximately 5% (or 14 employees) of the full-time staff took advantage of the programs offered by the Center.

Table 17. Utilization of Employee Assistance Program FY 1994 - FY 2003

Year	Number of Employees	Percentage
FY 1994	12	8%
FY 1995	12	7%
FY 1996	6	3%
FY 1997	6	3%
FY 1998	7	4%
FY 1999	8	3%
FY 2000	7	4%
FY 2001	9	6%
FY 2002	14	8%
FY 2003	14	5%

Staff Training and Development

One of the prime objectives of the Human Resource Office is to provide effective, strategic and targeted training to the employees of the Housing Authority on a continuous basis in order to enhance and development necessary skills and certifications. A strategic, comprehensive and well-managed program of training:

- Identifies and utilizes experienced trainers/resources available
- Implements practices which lead to more highly skilled employees
- Meets training and development needs of staff/department
- Meet safety training requirements for the wellbeing of employees in the workplace
- Is accessible to all staff members
- Contributes to the professional development of employees

With this in mind, the Housing Authority has developed a comprehensive training program, outlined in the Annual Training Plan, to provide specific instruction in needed areas identified by the Annual Training Needs Assessment. Staff training is provided by both in-house personnel and through third-party providers. In addition, the Housing Authority continues to provide interactive satellite training in cooperating with the Housing Television Network (HTVN) and Computer Based Training (CBT), where employees are now able to access various software application training directly from their workstation.

In FY 2003, the Providence Housing Authority conducted 3,817 hours of staff training, 11.7% less than last year. Of this training, employees participated in 724 hours (19%) of OSHA Compliance Training. The Housing Television Network (HTVN) provided 242 hours (6.3%) of training. Although the number of hours that employees attended this type of training is relatively low, all programs are taped for future

viewing. A log is kept of all recorded programs. In addition to OSHA Compliance and HTVN training, employees accessing various software applications through Computer Based Training (CBT) logged 184.25 hours (4.8%). The remaining hours of training (2,666.75 or 69.9%) were provided by in-house personnel as well as outside sources.

During this past fiscal year, the largest areas of concentration were in General Management Training at 1,975 hours (51.7%); 1,204 hours (31.5%) were spent on Safety Training, 355.3 hours (9.3%) were spent on Computer Training, 198 hours (5.2%) were spent on Technical/Maintenance Training and 85 hours (2.2%) were spent on HUD/Regulatory Training. The Housing Authority allocated \$30,000 in training funds for FY 2003.

Table 18. Training Hours FY 1994 - FY 2003

Year	Hours	% Change (from Previous Year)	Budget
FY 1994	3,640.00	41.1%	\$30,155
FY 1995	4,073.00	11.9%	\$35,000
FY 1996	5,083.00	24.7%	\$38,000
FY 1997	4,835.00	-4.9%	\$47,000
FY 1998	2,992.50	-38.0%	\$35,000
FY 1999	3,643.25	+13.4%	\$30,000
FY 2000	3,044.00	-16.4%	\$30,000
FY 2001	3,488.50	+14.6%	\$30,000
FY 2002	4,323.00	+23.9%	\$30,000
FY 2003	3,817.00	-11.7%	\$30,000
Total	41,519.25	NA	\$365,155

★ TRAINING NEEDS ASSESSMENT

The Training Needs Assessment is an instrument used by the Housing Authority to measure the greatest areas of staff training needs. Employees are asked to complete a detailed questionnaire indicating where they feel their training requirements are. Surveys are geared towards specific positions rather than the general population of the Authority. Separate assessments are used for Clerical Staff, Administrative/Management

Staff, Facilities Management Supervisors and Facilities Maintenance Staff. By using four different surveys, the results more clearly define where the training needs of our staff are. Skills are identified and categorized into the following sections: Self Management and Development Skills; Interpersonal Relationship Skills; Communication Skills; Performance Management Skills; Planning, Scheduling and Assigning Work Skills; General Office Skills; and Technical Skills. In addition, Custodial and Maintenance Skills and Safety Precaution Training Skills were included in Facilities Management surveys. The results of the survey are analyzed and used to create the Annual Training Plan.

★ TRAINING ROOM LIBRARY

A library of books and materials, including audio and video instruction, is available to all staff members and residents in our training room. The Providence Housing Authority continues to provide training through the Housing Television Network, an interactive satellite network that serves public housing authorities nationwide. It allows for interactive learning among ourselves and other participating housing authorities in the United States. The concept is intended to greatly expand the possibilities and lower the cost of training for PHA staff and residents. Our productivity, response time, quality, cost control and resident services have shown steady gains and our skills are in a constant state of renewal.

In addition to these training materials, the PHA offers on-line Computer Based Training (CBT), which allows employees the flexibility to work directly from their workstation at their own pace. Software applications available include Microsoft Word, Excel, Access, Power Point and Outlook.

★ TRAINING PROVIDERS

Staff training is conducted by both in-house personnel and through third-party providers. In FY 2003, training has been conducted by organizations such as FGM Solutions, Beacon Mutual Insurance, NAHRO, and National Seminars Group to name a few.

Table 19. Staff Training Hours by Category FY 2003

General Category	Total Hours	Percent of Total
Computer Training	355.3	9.3%
General Management	1,975.0	51.7%
HUD / Regulatory	85.0	2.2%
Safety Training	1,204.0	31.5%
Technical / Maintenance	198.0	5.2%
Total Training	3,817.0	100.0%

OFFICE OF PLANNING & POLICY



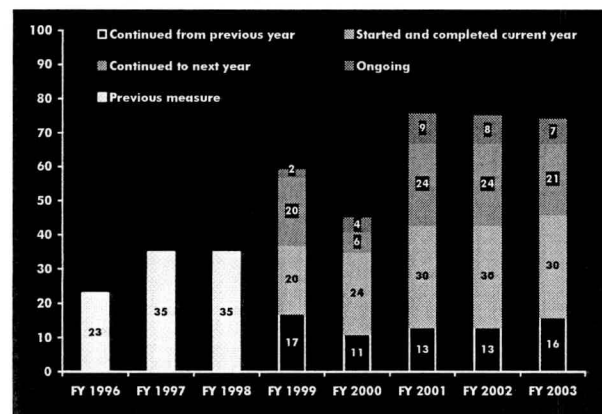
The OPP Staff make presentations at a Tenant Association Training Session

The Office of Planning & Policy continued to address wide range of important projects implemented to assist the PHA in fulfilling its mission statement. This report details action on # different projects. While these projects cover much of the work that has been addressed by the office during FY 2003, additional activities occurred during this time that have not been included because they were minor in scope. Often these additional activities came in the form of assisting other PHA offices and departments or in rendering assistance to outside agencies.

Of the 74 projects detailed in this report, 16 were started in FY 2002 and completed in FY 2003, 30 were both started and completed in FY 2003, 21 were started in FY 2003 (or earlier) and will be completed in FY 2004 and seven are handled on an ongoing basis. These figures are remarkably similar to last year's.

The chart below illustrates OPP projects over the previous eight years. Please note that the current breakdown of projects began in FY 1999. Prior to that year the figures are simply based on the number of projects that the office worked on in that year. It is important to note that for all years there is double counting of projects that overlap from one year to another.

**Figure 15. OPP Project Status
FY 1996 – FY 2002**



Projects From FY 2002

(Completed In FY 2003)

* PHYSICAL NEEDS ASSESSMENT

The OPP has developed a comprehensive physical needs assessment of all PHA properties including a detailed database and rating system, site visits and interviews with on-site personnel.

* SECTION 8 RESIDENT SURVEYS

Resident surveys were sent in June 2002. These surveys asked basic customer satisfaction questions Section 8 residents concerning all aspects of the program. We received approximately 41% of the surveys that were sent out.

* SECTION 8 OWNERS SURVEYS

Landlord surveys were sent in June 2002. These surveys asked basic customer satisfaction questions Section 8 landlords concerning all aspects of the program. We received approximately 24% of the surveys that were sent out.

* POSTERS (2002)

Posters were created for the main hallway in the 2nd floor administrative offices. These detail the recent NAHRO awards, the PHA's strategic planning process, the Board of Commissioners Training Retreats and the recent Moody's Investors Services management review in which the PHA received the highest score of MQ1.

* DISPLAY BOARDS

An OPP intern updated the posters on display in the waiting/reception area at 100 Broad St. These were framed and hung after the lobby is repainted.

* ELDERLY SECURITY GUARD MANUAL

The OPP formatted the PHA's elderly security guard manual and prepared power point slide shows for the classroom portion of the DEA required training. The DEA hired the PHA's to conduct this training for the state-wide recipients of their Elderly High Rise Security Grants.

* WEED & SEED GRANT

The OPP prepared the security component of a Weed & Seed grant. The Nickerson Community Center submitted this grant. The security component included \$50,000 for PHU overtime costs and other equipment and services related to crime prevention at Manton Heights. This grant was completed by the OPP in FY 2002 but was not funded or implemented until FY 2003.

*** RESIDENT SOCIO-ECONOMIC REPORT**

The OPP has updated the Resident Socio-Economic Report using data collected on June 30th 2002. This report lists demographic and economic data concerning PHA households.

*** SECTION 8 SOCIO-ECONOMIC REPORT**

The OPP also examined data available on the new PHAS software system to determine better data analysis methods to help us prepare a socio-economic report for Section 8 residents. This method was used for the FY 2002 report, based on data collected on June 30th 2002.

*** UNIT TURN OVER REPORT**

The OPP prepared the FY 2002 Annual Unit Turn Over Report. This report examines Unit Turn Over Work Orders for the PHA as a whole and by development for the FY 2002 period. The report also includes an analysis of these work orders over the past five years. In FY 2002, 434 units were turned over.

*** WORK ORDER REPORT**

The OPP prepared the FY 2002 Annual Work Order Report. This report examines work orders for the PHA as a whole and by development for the FY 2002 period. The report also includes an analysis of work orders over the past five years. In FY 2002, 75,139 total work orders were completed.

*** FACILITIES MANAGEMENT OPERATIONS MANUAL FORMATTING**

Formatting of the Facilities Management Operations Manual was completed, including new sections with for the security chapter. Twenty-five copies of this report were printed and distributed. Several additional reports and manuals for this Department were also formatted, edited and printed

*** SECTION 8 HOMEOWNERSHIP PLAN**

The OPP prepared a summary of the Section 8 Homeownership program analyzing options and criteria for participation. Informational packets were sent to all Section 8 families who paid more than \$500 per month for rent asking interested parties to contact us for a pre-application process. We received over 70 calls. An information session was held for interested participants at the new Providence Security Complex on October 2nd. Forty-three prospective homebuyers participated in this session. Later in the year this project was transferred to the Resident Services Department.

*** ROGER WILLIAMS
DISPOSITION/DEVELOPMENT**

Since the PHA's Disposition request was approved by HUD in April 2002, OPP staff members have participated in meetings with members of the FHDC, architects, the city councilman and neighborhood residents to discuss options for the site.

*** ANNUAL SECURITY REPORT FY 2002**

The FY 2002 Annual Security Report analyzes security information for the fiscal year ending June 30th. For that year the PHA experienced 1,584 police responses, 34 Part I arrests and 312 Part II arrests. The report also breaks down incidents by development, type and month and details security work orders performed on PHA property.

*** DEPARTMENT OF ELDERLY AFFAIRS
ELDERLY SECURITY GRANT**

In May 2003, the PHA received an additional \$5,934 for the 2002 grant that had been initially funded at \$72,501 bringing the total for that year to \$78,435.

This grant pays for part of the costs of salaries for security guards stationed at the PHA elderly and elderly/disabled high-rise buildings.

Projects Started and Completed in FY 2003

*** PHYSICAL NEEDS ASSESSMENT SEMI-ANNUAL REVIEW PROTOCOL**

The OPP developed an implementation protocol to guide PHA staff in the process of updating the Physical Needs Assessment. Regular updates will be conducted on a semiannual basis in July and January of each year.

*** RI HOUSING DIRECTORS ASSOCIATION
BROCHURE**

The OPP produced a formatted brochure for the RI Housing Directors Association. This brochure is being used to market the Section 8 program to private landlords.

*** OCTOBER PHA PLANNING RETREAT**

The OPP prepared and presented PowerPoint slideshows on a number of different topics for the Fall 2002 PHA senior planning retreat. Topics included:

- Resident Needs Assessment
- Section 8 Resident Survey
- Section 8 Landlord Survey
- Socio-Economic Profile (public Housing)
- Socio-Economic Profile (Section 8)

*** STRATEGIC PLAN PROCESS MANUAL RE-FORMATTING**

The OPP updated and reformatted the Strategic Planning Process Manual that was initially developed for the 1995 planning cycle. This update was conducted after we had received several requests for assistance from the New York City Housing Authority. This will also be helpful for the 2004 strategic plan update.

*** ANNUAL SECURITY REPORT (CALENDAR YEAR 2002)**

The OPP assisted the Security Operations office by formatting the Annual Calendar Year 2002 security report. This report was distributed to the new police chief.

*** RESIDENT SURVEY 2003**

The OPP sent out surveys to all PHA residents. The surveys were based on HUD's RASS survey instrument. Over two thousand (2,354) surveys were distributed and we received approximately 1,070 (46%). A report on findings and slideshow were prepared and presented at the April Board Retreat.

*** HUD SURVEY RESULTS (2002)**

The PHA received our Resident Survey results from the RASS section of the HUD PHAS system. These results were analyzed in an OPP report. The PHA resident survey provided a more comprehensive view of these results and included surveys sent to all PHA residents and not just a sample as was done in the HUD administered survey.

*** REAL ESTATE ASSESSMENT CENTER INSPECTIONS**

The OPP participated in the efforts to assist with HUD's Real Estate Assessment Center's physical site inspections by providing required data and site maps.

*** HUD REQUIRED ANNUAL AND FIVE YEAR PLANS**

This years HUD required Annual Plan was submitted electronically and hand delivered (with original signatures) on April 15th. Some changes were made at the request of HUD concerning our financial projection, but we were not required to resubmit the report. Meetings with the Resident Advisory Board were conducted to educate and receive input (January, February and March) and a public meeting was held in March. This meeting was advertised publicly in early February. The plan was approved by HUD through a letter dated May 28th.

*** MONTHLY MANAGEMENT REPORT REDESIGN**

Starting with the July 2002 edition the OPP updated the format for the PHA's Monthly Management Report.

*** BOARD OF COMMISSIONERS RETREAT**

The OPP assisted with the preparation and implementation of the annual PHA Board of Commissioners Retreat. OPP staff members also presented slide shows concerning the PHA's Goals Management Plan, the PHA's Annual Plan and various public housing and Section 8 surveys and socio-economic profiles.

*** NERC / NAHRO ADVERTISEMENT 1**

The OPP developed a full-page advertisement for the New England Regional Council of the National Association of Housing & Redevelopment Officials (NERC/NAHRO) mid-winter conference program booklet. This ad welcomed attendees to the conference on behalf of the entire PHA.

*** NERC / NAHRO ADVERTISEMENT**

An additional ad was developed for the NERC/NAHRO summer conference program booklet.

*** DEPARTMENT OF ELDERLY AFFAIRS ELDERLY SECURITY GRANT**

The OPP prepared the 2003 Department of Elderly Affairs elderly security grant, which was due on May 9th 2003. This program was funded at an amount of \$55,000. This grant pays for part of the costs of salaries for security guards stationed at the PHA elderly and elderly/disabled high-rise buildings.

We also received an additional \$5,934 for the 2002 grant that had been initially funded at \$72,501 bringing the total for that year to \$78,435.

*** POWER EQUIPMENT OPERATIONS MANUAL**

The OPP formatted the PHA's Power Equipment Operations Manual to prepare this document for submission for a Risk Management Award.

*** PROPOSED PHAS CHANGE ANALYSIS**

The OPP prepared an in-depth analysis on the effect that proposed changes to HUD's PHAS public housing management rating system might have on the PHA and our scores. The report reviewed several areas where proposed changes could possibly affect our scores. It appears that HUD will not implement these changes at this time.

*** CITY OF PROVIDENCE CONSOLIDATED ANNUAL PLANNING & EVALUATION REPORT**

The OPP assisted the Planning Department of the City of Providence by compiling information on the PHA's programs, activities and grants received in FY 2002.

*** PCOC ANNUAL REPORT FY 2002**

An Annual Report for FY 2001 detailing activities and income and expenses for the Providence Community Opportunity Corporation (a PHA non-profit organization) has been prepared.

*** TRAINING FOR RESIDENT LEADERS**

A major training session was held at the Coddling Court community center on June 11th. The Executive Director compiled the training curriculum and 10 slideshows were prepared. The E.D. and OPP staff members presented the information using Power Point slides. All materials were also included in a binder and distributed to all resident leaders who attended. The following topics were presented:

1. Regulations governing resident councils
2. Constitutions and bylaws
3. Parliamentary procedure
4. Interpersonal skills
5. Decision making skills
6. Communication skills
7. How to run successful meetings
8. How to resolve conflict
9. Leadership skills
10. Budgeting

*** BOARD OF COMMISSIONERS ORIENTATION PACKAGE (Fall 2002 Revision)**

The OPP and Executive Director updated the 1996 Board of Commissioner's Orientation Package for the Fall of 2002.

*** ANNUAL REPORT FY 2002**

The OPP completed the compilation, formatting and publication of the Providence Housing Authority's FY 2002 Annual Report. This process also entails the preparation of the annual slide show.

*** CONFERENCE ROOM FIVE-YEAR TREND DISPLAY**

The OPP updated the wall display located in the 2nd floor conference room at 100 Broad Street. This display contains 36 full color charts that illustrate key five year indicators met by the PHA's Departments and functional areas.

*** FY 2002 PRELIMINARY OVERTIME REPORT**

The preliminary FY 2002 overtime report details overtime over the course of the first half of FY 2002 (July-December) and includes analysis of extraordinary weeks and factors that result in high accumulations of overtime hours.

*** SECTION 8 LOCATIONAL CHOICE**

During the summer of 2002, interns entered survey data to an SPSS database to track reasons why Section 8 residents move and what factors they are looking for in their housing search. A report was prepared on the results for the previous two fiscal years as well as prior results.

*** DE-CONCENTRATION ANALYSIS**

The OPP prepared documentation analyzing incomes at all family developments to determine if any developments fell above or below the Established Income Range (EIR) of 85% to 115% or 30% of Area Median Income (AMI) of the overall average income for these developments. The analysis shows that the PHA's developments do not exhibit concentrations of high or low incomes outside of the EIR.

*** FAIR HOUSING AND ACCESS TO PHA PROGRAMS ANALYSIS**

The OPP has collected data to illustrate its efforts in promoting fair housing and access to PHA activities.

*** VOLUNTARY CONVERSION ANALYSIS**

The OPP conducted an analysis as required by HUD to determine the issues related to the option of converting family public housing developments into vouchers.

*** PHDEP SECURITY SURVEY ANALYSIS**

The OPP assisted the Department of Resident Services by analyzing the results of the required PHDEP Security survey and preparing a final report of these results. Since this program has been de-funded by Congress, this represents the last time this report will be conducted.

*** POSTERS (2003)**

Posters were created displaying the success the PHA has achieved in receiving awards for our programs. These posters were created for display at PHA offices. Additional posters were created for display at the 2003 summer NAHRO Conference for the PHA programs that received awards at this event.

*** RASS SURVEY ACTIVITIES (2003)**

The OPP implemented the public outreach phase for the 2003 HUD RASS survey. This included the use of posters, rent mailers, flyers, meetings and newsletters. These activities were completed and certified on the HUD website in June 2003.

Projects to be Completed in FY 2004

*** ENERGY MANAGEMENT REPORT**

A draft report detailing energy and utility costs for FY 2002 has been completed and will be finalized in early FY 2004. Overall costs were broken down by energy/utility type and development. Trend analysis was also included in this report.

*** PHA WEBSITE SOP**

For the summer of 2003 the OPP is in the process of updating/revising the PHA's website (www.pha-providence.com) To assist PHA staff in future updates, a SOP is being created explaining the various steps and procedures for making changes to the site.

*** CHAD BROWN/ADMIRAL TERRACE PLANNING ACTIVITIES**

A new survey was developed in partnership with the Chad/Ad/Sun resident association to examine issues such as physical improvements, services and uses for the basketball area on Pungansett Street. Several on site planning meetings also took place to discuss issues and concerns and to map out areas for future improvement, and crime and security issues. A final meeting to present findings will occur in the next month or so. A draft slide show detailing the results of these planning efforts has been created.

The basketball court area has since been renovated. An OPP staff member is assisting with additional site improvement planning.

*** FAMILY-SELF SUFFICIENCY PROGRAM REVIEW**

The OPP is conducting an evaluation of the Family Self-Sufficiency program. This is a comprehensive review and will examine program history, design, goals and objectives, implementation and success. Two drafts have been completed, but a complete overhaul is in progress.

*** BARRY ROAD DEMOLITION ACTIVITIES**

An application has been prepared for the demolition of these buildings. We need official support from the residents at this site to take these buildings down.

*** PROJECT MANAGEMENT PROTOCOL**

The OPP developed a draft of a project management protocol to guide various PHA projects through the planning and implementation stages. This is currently being tested on several projects for the Modernization Division of the Facilities Management Department.

*** RECORDS RETENTION ORGANIZATION**

The OPP has begun a project to organize and track materials in the records retention room. All PHA departments were asked to examine their materials in this room and remove and discard anything that they are no longer required to keep or anything deemed inappropriate. During this project old equipment, furniture and other assorted non-file items were removed and 31 boxes of expired files were destroyed.

An OPP staff member also met several times with Directors and managers from each office and department to discuss what materials will be kept in the room, and what the disposal dates should be. Procedures were developed and based on a newly created matrix developed of all PHA documents to be stored along with disposal dates as determined by previous policy, HUD policy and National Archives & Records Administration policy.

These procedures have been produced and the OPP is awaiting approval from the Executive Director to begin full implementation.

*** FY 2003 UNIT TURNOVER REPORT**

At the end of FY 2003 initial work had already begun on this project. This report will include analysis of unit turnover workorders broken down by development and analyzed over a ten year period. An OPP staff member is meeting with administrators from the Housing Management and Facilities Management departments to ensure that the data included in this report are accurate and presented in the most effective and useful manner possible.

*** FY 2003 WORKORDER REPORT**

At the end of FY 2003 initial work had already begun on this project. Special attention is being paid this year towards historical trend data. These data can be misleading since collection, designation and calculation measures have changed over the past ten years. An OPP staff member is meeting with administrators from the Housing Management and Facilities Management departments to ensure that the data included in this report are accurate and presented in the most effective and useful manner possible.

*** FY 2003 ANNUAL SECURITY REPORT**

The OPP is preparing the PHA's Annual Report of security and security operations. This report is prepared each year and details police response and arrest activity and security work orders that occur in the PHA's developments.

*** PAINTING ENTREPRENEURSHIP PROGRAM**

The OPP is assisting in project management activities relating to an outside contractor who was hired to assist residents in developing a painting company. The project has officially ended and the OPP is currently preparing a final report for this project.

*** RESIDENT NEEDS ASSESSMENT**

The OPP conducted our Resident Needs Assessment. The previous survey instrument was redesigned due to the implementation of the REAC resident survey and needs assessment procedures already in place at the elderly developments. This year the survey was only conducted at the family developments. The survey was sent to 1,377 households (including scattered site units). We received 365 (26%). A full report is currently being written.

*** HOUSING MARKET ANALYSIS**

The OPP prepared a report to determine the state of the rental housing market in the city of Providence and to explore various factors that influence it such as students living in off-campus housing, Boston employees who move to Providence for lower cost housing and commute and regulatory burdens on Landlords. Various drafts have been submitted to the Executive Director and revisions are and additional analyses are pending.

*** ENERGY MANAGEMENT REPORT FY 2002**

A draft of this report has been prepared and changes are currently pending.

*** ENERGY MANAGEMENT REPORT FY 2003**

As bills are received they will be input. Preparation for this report should begin in full once all bills are received. This usually occurs in late fall.

*** HARTFORD PARK COMMUNITY CENTER + FACILITIES MANAGEMENT BUILDING**

An OPP staff member is assisting the Department of Facilities Management with the development of a new community center and facilities management building at the Hartford Park development. As of this writing, the FM building was near completion and the groundbreaking for the Community Center is expected shortly.

*** FY 2002 OVERTIME REPORT**

The FY 2002 overtime report details overtime over the course of the year and includes analysis of extraordinary weeks and factors that result in high accumulations of overtime hours. This report will compare expenditures to figures from previous years.

*** FY 2003 PRELIMINARY OVERTIME REPORT**

The FY 2001 overtime report details overtime over the first half of the fiscal year and includes analysis of extraordinary weeks and factors that result in high accumulations of overtime hours.

*** FY 2003 OVERTIME REPORT**

The FY 2001 overtime report details overtime over the course of the year and includes analysis of extraordinary weeks and factors that result in high accumulations of overtime hours.

*** RESIDENT SOCIO-ECONOMIC REPORT**

The OPP is updating the Resident Socio-Economic Report. This report lists demographic and economic data concerning PHA households.

*** SECTION 8 SOCIO-ECONOMIC REPORT**

The OPP is updating the Section 8 Socio-Economic Report. This report lists demographic and economic data concerning Section 8 households.

Ongoing Projects

*** PRIVATE RENTAL HOUSING MARKET STUDY**

The OPP surveys Providence property owners and rental agents concerning rents charged and amenities offered in the private rental market in the City. This information is collected via Internet listings and telephone interviews. The data are used to determine if rents in the Section 8 program should be adjusted. The OPP prepares these reports on a quarterly basis.

*** EMPLOYEE NEWSLETTER**

The OPP prepares the employee newsletters for the PHA. During the summer of 2003 the latest newsletter was distributed in employee paychecks. This newsletter covered topics such as employee and resident survey results, PHA national and local awards and key employee information such as birthdays, new hires and promotions.

*** ELDERLY SECURITY SYSTEM**

The OPP is assisting in this project by:

- Preparing site maps illustrating placement of cameras, alarms and card access systems.
- Participating in selection process consultant, planning process, the RFP process, selection process and implementation advisory capacity.
- Developed an operations protocol.
- Designed graphics for the access cards
- Developed informational brochure for residents that in English and Spanish.
- Assisted in the resident photograph process.
- Developed materials related to the distribution of resident proximity cards.

Currently we are revisiting the SOP based on changes to protocol and system operations since the initial document was prepared.

A major update and redesign of the website is in progress for the summer of 2003.

The OPP has produced a draft of an assessment of the initial year of operations for this project. This review involved input from staff from the departments of Housing Management and Facilities Management and the Offices of MIS and Security Services as well as resident leaders from each of the buildings where the system has been implemented. It explores the successes and benefits of the system, problems and concerns, drawbacks and areas to be improved.

★ RESIDENT ADVISORY BOARD

Meetings with the resident advisory board were conducted to educate and receive input (January, February and March) concerning the PHA's annual plan and other related issues. Members also participated in a major training session at the Coddling Court community center on June 11th. OPP staff has spent 79.0 hours working with the RAB this year.

★ PHA WEBSITE

The PHA's website is revised on a regular basis by OPP staff and interns. A major update and redesign of the website is in progress for the summer of 2003.

★ TENANT ASSOCIATION CERTIFICATION

Elections have either occurred or are scheduled for all developments except Dominica Manor. Operations are now turning towards certifying elected associations, and developing and implementing an official Memorandum of Agreement with each association specifying the roles and responsibilities of the PHA and RA's. (See tables following).

Table 20. OPP Staff Hours Dedicated to Assisting PHA Tenant Associations FY 2003

Month	Number of Hours
Jul 02	34.25
Aug 02	36.5
Sep 02	40.0
Oct 02	47.0
Nov-02	10.0
Dec-02	12.0
Jan-03	21.0
Feb-03	23.0
Mar-03	20.0
Apr-03	40.5
May-03	57.0
Jun-03	103.0*
Total	444.25

* Included June 11th training activities.



The Hartford Park Tenant Association swearing in at training session

Table 21. Resident Associations Status FY 2003

Name of Association	Last Election	Scheduled Election	Comments
Carroll Tower	10/8/97	6/03	Election held on June 3. Resident Association officers requested funding for exercise room. Used remaining FY 03 funds for purchase of treadmills. Will use former library space. MOA drafted and will be mailed to all Resident Associations in August. RAL to meet with officers to put together the budget and RA Plan.
Chad Brown	10/05/02	10/5/05	President and three officers submitted a request of \$2449 for office equipment and supplies; RA Liaison will meet with full board in August \to discuss FY 04 budget and develop RA Plan.
Codding Court	6/96	9/ 9/03	An election is being planned for September 9 in the CCCC. Four candidates, one for each office. Asst Secretary to be nominated by board. RAL to meet with officers after election to develop budget and RA Plan for FY 04.
Dexter Manor I & II	11/97	8/ 12/03	Election debate took place on August 5. Excellent questions posed to candidates re record keeping, auditing financial records, resident access to RA information and bylaws, RA advocacy for tenants; role of PHA management in RA, neutrality of RA, etc. Election set for August 12.
Dominica Manor	11/96	N/A	No Changes since June 2003 report. Not in Compliance by Choice.
Hartford Park	8/96	10/04	Submitted preliminary budget on July 1 2003. RAL to meet with RA to revise budget according to new format and develop an RA Plan.
Kilmartin Plaza	12/01	7/03	Election held on July 8. Sherman Johnson, President. Francine Bright, Vice President, Ann Marie Fraga Treasurer, Anthony Newsom, Secretary. RAL will meet with officers to develop budget and RA Plan in August.
Manton Heights	12/98	3/03	RA seems to be non-active right now. No response RAL left message re budget and RA Plan. RAL will schedule meeting with MHRA to discuss budget and RA Plan in August.
Parenti Villa	12/98	3/03	Officers seem to be working well together. RA requested money to purchase reading lamps for the Community Room. OPP supervisor aware of this and will speak with ED re this request since there are issues in terms of style of lamps, control of lamps, replacing bulbs etc. RAL will meet with officers in July to develop budget and RA Plan
Roger Williams	NA	9/16/03	Election set. Four sets of nomination papers have come in. Deadline August 30. Ballots to be mailed in.

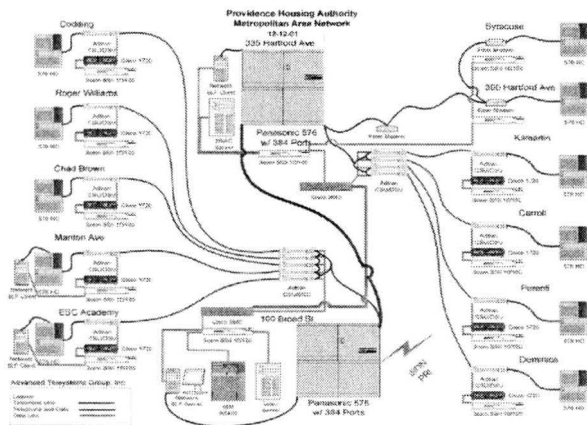
★ STRATEGIC PLANNING + GOALS MANAGEMENT

The sixth semi-annual monitoring report has been completed. This period covered January 1st through June 30th. The PHA is on target in meeting 97% of its objectives. The following table covers this period.

Table 22. PHA Quarterly Goals Management Review Results Through June 2003

On Target Category			Problem Category		
	#	% Of Total		#	% Of Total
Completed	227	56%	Not yet Begun	2	>1%
Not Yet Begun	7	2%	In Progress	2	>1%
In Progress	44	11%	Barrier	0	0%
Ongoing	112	28%	Ongoing	3	1%
			Ongoing, Barrier	5	1%
Category Total	390	97%	Category Total	12	3%

OFFICE OF MANAGEMENT INFORMATION SYSTEMS



PHA Metropolitan Area Network

Networks

As part of the PHA'S Strategic and Goals Management Plan, the Office of the Management Information System (MIS) over the past year has had many major projects assigned to them and has completed them all. Projects that were not completed on time were due to factors beyond the MIS department's control such as funding, waiting for information, or product supply.

Below is a listing of our current hardware, software and networks. The mission critical hardware, such as servers, has a four-hour on-site service contract. While the remaining hardware have next day on-site service contracts.

Table 23. Networks FY 03

Location	Network Type
100 Broad Street	W2K
F.S.S. Office - Academy Ave.	W2K
F.S.S. - Chad Brown	W2K
F.S.S. - Hartford Park	W2K
F.S.S. - Manton Heights	W2K
F.S.S. - Codding Court	W2K

Following is each server's configuration:

★ SERVER#1 - FILE SERVER (COMPAQ DL580R)

- Dual Pentium III Xeon 700 MHz/512MB RAM/CD/2MB Cache
- Compaq Hot Plug Redundant Power Supply
- (4) 18.2 GB Ultra2 SCSI hard drives
- (4) 36.4 GB Ultra2 SCSI hard drives
- 512MB SDRAM - 4 X 128 (memory)

- 1GB SDRAM - 4 X 256 (memory)

★ SERVER#2 - E-MAIL SERVER (COMPAQ DL380R)

- Dual Pentium III 733MHz 128 MB RAM/32X/256K Cache/NIC
- 256 Reg. 133 MHz SDRAM DIMM (memory)
- Smart 3200 Array Controller
- (6) 18.2 GB Ultra2 SCSI hard drives

★ SERVER#3 - CCC DESTINATIONS SERVER (COMPAQ DL360R)

- Pentium III 550 MHz/CD/128 MB RAM
- 128 Reg 133 MHz SDRAM DIMM (memory)
- (2) 9.1GB Ultra2 SCSI hard drives

★ SERVER#4 - PRINT SERVER (COMPAQ DL360R)

- Dual Pentium III 1.2 GHz/CD/512 MB RAM
- 128 Reg 133 MHz SDRAM DIMM (memory)
- (2) 18.2GB Ultra2 SCSI hard drives

★ SERVER#5 - SECURITY SERVER (COMPAQ DL360R)

- Dual Pentium III 1.2 GHz/CD/512 MB RAM
- 128 Reg 133 MHz SDRAM DIMM (memory)
- (5) 18.2GB Ultra2 SCSI hard drives

★ SERVER#6 - HVAC SERVER (DELL POWEREDGE 2500)

- Dual Pentium III 900 MHz/CD/512 MB RAM
- 512 Reg 133 MHz SDRAM DIMM (memory)
- (5) 9.1GB Ultra2 SCSI hard drives

★ NETWORK TAPE BACKUP SYSTEM

- Fast Wide SCSI Storage Expander
- 35/70 GB Internal DLT Tape Drive
- 7 DLT Type IV Cartridges
- DLT Cleaning Cartridges

★ SOFTWARE

- Windows 2000 Server (W2K)
- Microsoft Exchange 2000
- Backup Exec ver.9.0
- Proxy Server
- CCC Destinations
- Norton 2000 Corporate Edition (Anti-virus software)
- Microsoft Office 2000 Professional Suite
- Microsoft Project 2002
- Visio 2002
- SPSS ver.11.0
- Computer Prep CBT's (computer based training software)

★ INTERNET FIRE WALL

- Watchguard ver.6.1

Equipment

Over this past year numerous new PC's have been ordered and the older PC's have been sold to employees through a raffle selection process. Along with the purchase of the new computers each PC has a three-year next day on-site service contract.

Software licensing has been reviewed authority-wide and purchased according to the Microsoft licensing policy 2-year software subscription. The PHA software policy is "no software will be installed on any computer without first obtaining a license". Next year the software subscription will expire and we will have to renew our subscription.

Table 24. Equipment FY 2003

Location	Personal Computers	Printers	Scanners	Laptop	Digital Camera's
Executive Office	6	5	2	1	-
MIS	3	2	-	-	-
OPPRD	6	2	-	-	1
Security	6	3	-	-	-
Finance	9	6	2	-	-
Leased Housing	13	2	10	-	-
Resident Services	31	18	-	1	4
Housing Management	31	16	-	-	-
Facilities Management	28	15	1	4	-
Training PCs	2	-	-	-	-
Resident Services Lab	42	15	4	-	1
Total	177	84	19	6	6

AS 400

A model 800 AS/400 has been installed to replace our existing model 600. The model 600 became much too slow with trying to keep up with PHAS operations along with the new Document Imaging system. Notice the increase in performance, memory, disk space and backup capacity.

Table 25. Old Configuration vs. New Configuration FY 2003

Description	Old Configuration	New Configuration
Model	600(2134)	800(2,464)
Relative Performance, (system/ interactive CPW)	32.5	950 / 50
Processor Group	P10	P10
Memory (MB)	192 MB	2 GB
Total Disk Space	25.19 GB	70.0 GB
Disk Available	21 GB	52.5 GB
Disk Protection	RAID5	RAID5
Disk Configuration	6-4.19 GB Units	4-17.5 GB Units
Tape Backup	7 GB 8mm	30 GB ¼
LAN Adapters	Yes	Yes
Communication Adapters	2 - V.24	2 - V.24
Workstation Controller	1	1
OS/400 version	5.1	5.2
Uninterruptible Power Supply	925 VA	925 VA

The MIS Manager and the Rental Housing and Finance Directors are in the process of installing Direct Deposit for Leased Housing landlords and residents along with the Accounts Payable vendors. This project is planned to be operational January 04.

Public Housing Authority Software (PHAS) that runs on an AS/400 system remains a priority for the MIS Office. Currently, all departments are using PHAS to complete their daily tasks. Some important tasks that PHAS performs are payroll, purchasing, waiting lists, work orders, inventory, and resident accounting.

Document Scanning

Another project the MIS department is currently working on is Document Scanning. This allows paper documents to be scanned and stored on the network, thus reducing the amount of paper storage. This would greatly benefit Housing Management with resident transfers; the resident's folders would no longer have to be transferred via inter-office mail. All resident information would be available from the network. Vanguard Systems was the selected vendor regarding the Document Scanning project. The Vanguard System called Image 21 (IMS21), works very well with our current computer system: PHAS.

At this time, Accounts Payable, Dispatch, Leased Housing and H/R have the ability to scan and retrieve

documents via the ISM/21 system. Other departments that will have the ability to scan and retrieve documents very shortly will be Housing Mgmt, Executive, and MOD.

★ HAND-HELD INSPECTION COMPUTERS

The Leased Housing Inspectors are using Dell Axim X5 (450 MHz) Handheld Inspection Units while the Facilities Management Inspectors are using the Casio E-125 Handheld Inspection Units to enter their inspection data. Nightly they load the inspection information into the PHAS computer system so the necessary Public Housing Work Orders are generated. All work orders are printed at the appropriate Foremen Offices.

★ ELECTRONIC SUBMISSIONS

Each month the MIS Manager electronically transmits information to the RI Department of Health (RIDOH) regarding information on our Rental Housing addresses. This information is used to monitor elevated lead blood levels of PHA Section 8 children.

The Leased Housing Director and the Housing Management Director electronically transmit Multi-Family Tenant Characteristic System (M.T.C.S.) information to HUD on a monthly basis via the Internet. This project is behind schedule due to HUD changes in the 50058 forms. The Department of Finance and Accounting uses the Internet connection daily to download resident rent payments from BankRI along with HUD Operation and Grant budgets requiring and tracking.

★ COMMUNITY CENTER COMPUTER LABS

All family development Community Centers have a computer lab set up for the residents to use. All the computers at these labs have access to the Internet via the PHA network. This is a great benefit for the children with school assignments.

MIS Help Desk

MIS has resolved approximately 336 computer questions/problems for Fiscal-Year 2003. This is lower than last years troubleshooting calls. This is due to minimal staff turnover and computer based training (CBT's) available to the staff via the network. Blue Ocean Help Desk software (Track-It) has been installed in the MIS Office. This allows accurate and easier recording of troubleshooting calls placed with the MIS Office. It also helps determine if a particular staff member is in need of computer training.

Table 26. Troubleshooting FY 1999 – FY 2003

Year	Calls	Possible Reasons
FY 1999	209	Users beginning to use PC's
FY 2000	618	New O/S & Implantation of PHAS
FY 2001	660	New User's & aging equipment
FY 2002	445	CBT's & minimal staff turnover
FY 2003	336	Familiarity of Software, CBT's & minimal staff turnover

Software Training

The PHA Training room has personal computers that are installed with the CBT's software. This allows staff members to test themselves on the software used at the PHA. Staff members have the ability to test out of any software training they feel they are proficient in. One of these PC's and a projector can be used for group trainings sessions as requested by staff. Currently all staff members has the ability to review all CBT training from their computer via the network.

The Executive Director has established a mandatory PC Training Plan. This plan will ensure that all employees are adequately trained on personal computer software used to complete their jobs. Another essential part of the plan is to ensure that senior staff members are skilled at using a variety of software applications.

Virus Protection

Norton 2000 Corporate Edition software was purchased and installed which allows for automatic updating of virus definition files on the individual PC's. MIS staff noticed that many users were not updating their virus definitions regularly thus allowing viruses to infect our computer network. Fortunately we were not infected with any major computer viruses.

Also, Norton 2000 Corporate Edition software notifies the MIS staff when a PHA computer becomes infected with a computer virus. It also provides information on who sent the virus so they can also be notified. If staff members repeatedly get computer viruses, then they are in need of virus protection training. On the other hand when the same individuals send viruses, they will be blocked from accessing our network.

GENERAL COUNSEL'S REPORT

The Housing Authority employs a full time attorney as General Counsel to assist its staff, agents and representatives in managing and coordinating all of the diverse legal matters and affairs that relate to the Authority's operations and facilities. A vast array of legal issues are constantly present or arising due to the differing and changing rights, duties and obligations of the Authority and those that work with it or for it. This also applies to the many people and/or organizations that provide services to or receive services from the Authority. Legal services, including formal and informal legal opinions and documents have been rendered or prepared for the Authority and its staff relative to a wide range of issues.

Governmental Hearings

Reviewed petitions for seven Zoning and/or Licensing hearings for properties near or adjacent to PHA developments. Reviewed and forwarded payment for two environmental liens against PHA properties.

Contracts

The Authority's General Counsel has provided advise and assistance to staff with respect drafting and/or reviewing legal and other service and construction contracts; interpreting rights and obligations contained in 77 separate contracts and licensing agreements entered into by the Authority.

Real Estate Conveyances

General Counsel was involved in the planning and disposition of approximately 4.92 acres of vacant land fronting on Thurbers Avenue at the Roger Williams Development that taken by eminent domain by the Providence Public Building Authority for the construction of a new high school. In compensation for the land the Authority was paid the sum of \$150,000 and has been promised development rights for nearby scattered vacant lots. General Counsel was also involved in the planning and acquisition at no cost of City owned land adjacent to the Hartford Park Development that is being used by the Authority for the development of a new Facilities Management building, a play ground and a new community center. No scattered-site single-family homes owned by the Authority were sold to residents this year. However, in connection with mortgages held on properties previously sold, periodic reports were prepared concerning a possible refinance of one property and a foreclosure of another. Also prepared mortgage documents and provided advice concerning new Home Ownership Program offered to Section 8 participants. Also, attended closing for first participant

to purchase property under program. In connection with the construction of the Authority's new Facilities Management building, the General Counsel assisted staff in facilitating and coordinating the acquisition of city owned property adjacent to Hartford Park and the abandonment of Syracuse Street. Also, rendered advise concerning various easement and permitting issues related to new building.

Miscellaneous Matters

The General Counsel updated monthly, annual and performance reports; attended various staff meetings and functions; reviewed periodic statements for legal services rendered; conferred with staff regarding workers compensation requirements for public bidding of electric work contract; prepared and filed Planning Board application for administrative subdivision of Roger Williams site for school land taking; provided documentation to School Board regarding land taking; reviewed and advised staff regarding access to public information request concerning wage rates for Hartford Park construction work; reviewed and revised proposed tenant fence policy; received and responded to several subpoenas regarding Section 8 landlord and tenant files; received and responded to Witness Subpoena related to trespass case; revised Affidavit of Housing Inspector for records request; reviewed proposed legislative changes to Landlord/Tenant Act; reviewed security reports; reviewed and revised General Release for users of fitness equipment; Reviewed Bankruptcy Petition of Section 8 recipient; responded to request for Section 8 records; conferred with staff regarding conditions stated in purchase order forms; advised staff regarding formalities of contract assignment/assumption; conferred with staff regarding formalities of rent increase requests; advised staff regarding offset of tenant rent payment; reviewed collection letter sent to former landlord; advised staff regarding Bankruptcy Hearing for Section 8 recipient; conferred with staff regarding Bankruptcy filing of former consultant; conferred with staff regarding termination of tenancy notices; contacted legal counsel for contractor regarding formalities of contract assignment/assumption; reviewed Supreme Court decisions in Rucker and Hicks Cases; advised staff regarding enforcement of Moderate Rehab Contract on property recently sold; conferred with staff regarding validity of proposed repayment agreement; conferred with staff regarding written inquiry regarding housing conditions; provided staff with pictures from Section 8 Homeownership closing and other events; and conferred with staff regarding modifications to PHA web site.

Grievance Hearings

The Authority's General Counsel also participated in and wrote decisions for a total of 31 Grievance Hearings which were requested and/or held for applicants (25) or tenants (6) during the period covered by this report; 29 of the decisions rendered by the Grievance Panels hearing these cases were in favor of the Authority.

Figure 16. Grievance Hearings FY 2003

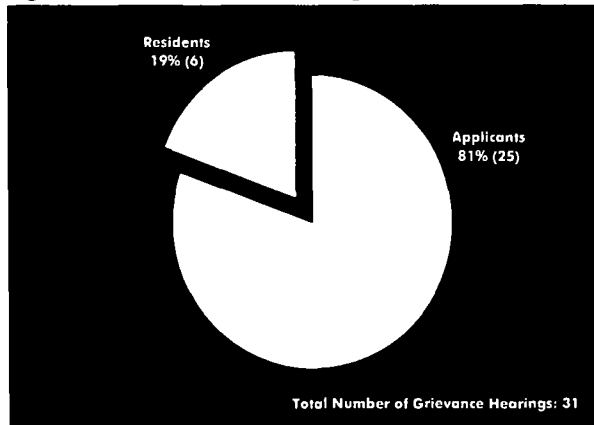
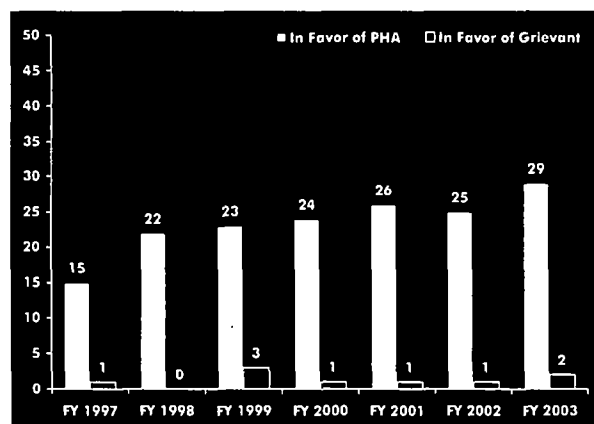


Figure 17. Grievance Hearings FY 1997 - FY 2003



Note: The Authority's General Counsel began participating in and compiling information concerning the disposition of grievance hearings in 1997.

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

Authority has been involved as a party in various legal proceedings as follows:

Cases

- ★ In the matter of the **SCHS ASSOCIATES VS. PROVIDENCE HOUSING AUTHORITY, ET AL**, C.A. # 97-368-L, an action was brought by the owner of Barbara Jordan Apartments to object to rental reductions ordered by the U.S. Department of Housing and Urban Development. Motions for Continuance were heard and granted; in order to give the owner and HUD an opportunity reach agreement on a financial restructuring plan in the spring of 2004.
- ★ In the matter of **ANA SMITH VS. PROVIDENCE HOUSING AUTHORITY** (C.A. P-97-439), a former tenant filed an action claiming Authority intentionally inflicted emotional distress due to its efforts to evict her for unsanitary living conditions. Plaintiff is without counsel and has made no effort to press the matter. Case dismissed by Administrative Order of Chief Justice.
- ★ In the matter of **BENJAMIN WOODS VS. PROVIDENCE HOUSING AUTHORITY** (C.A. P-00-2413), the PHA remained a party in a lawsuit brought by a person claiming injuries allegedly resulting from exposure to lead paint when the person was a minor and a PHA resident in 1983. Case was resolved by counsel for insurer and matter was dismissed in October, 2002.
- ★ **MARTHA SAUNDERS VS. PROVIDENCE HOUSING AUTHORITY** (C.A. P-01-1313). A slip and fall type case brought against Authority was answered and settled by legal counsel for Authority's insurer.
- ★ **ELIDA A. RIVERA VS. PROVIDENCE HOUSING AUTHORITY** (C.A. P-01-0427). Former employee that lost unemployment appeal and discrimination complaint, filed suit claiming wrongful discharge and violations of her civil rights during period of employment. Case was dismissed and appeal by Plaintiff was denied.
- ★ **REGINA MONTEIRO VS. PROVIDENCE HOUSING AUTHORITY** (C.A. P-01-0290). Another slip and fall type case brought against Authority was answered and settled by legal counsel for Authority's insurer.

★ **MELISSA CRUZ ET AL VS. CITY OF PROVIDENCE, PHA ET AL** (C.A. P-99-3944). Plaintiff's personal injury Complaint against City Police Department has been answered. No action taken in this matter.

★ **MATILDA LOPEZ VS. PROVIDENCE HOUSING AUTHORITY ET AL** (C.A. P-01-12146). A claim brought against Authority and Jones Moving Company for damaged furniture was answered by Authority's Counsel. Settlement offer presented by co-defendant counsel.

★ **FRANCISCA RODRIGUEZ, ET AL VS. PROVIDENCE HOUSING AUTHORITY** (C.A. #P-99-5832) Slip and fall case answered by attorney for insurer. Case dismissed based on Motion for Summary Judgment.

★ **MONIQUE ROBINSON VS. PROVIDENCE HOUSING AUTHORITY** (C.A. #P-03-) Personal injury claim alleging faulty fencing at

Chad Brown basketball courts. Case answered by attorney for insurer.

★ **ANTONIO GOMEZ BY RUTH RIVERA VS. PROVIDENCE HOUSING AUTHORITY** Slip and fall case of minor referred to and answered by attorney for insurer. Awaiting court approval of settlement offer.

★ **REGINA GIBBS VS. PROVIDENCE HOUSING AUTHORITY ET AL** (C.A. #03-) Personal injury claim brought by person claiming to be assaulted on or near PHA property due to alleged unsafe conditions. Matter referred to and answered by attorney for insurer.

★ **ESTATE OF MARY BROWN VS. PROVIDENCE HOUSING AUTHORITY ET AL** (C.A. No. PC-02-4655) Heirs of murder victim filed suit against PHA and City for failure to prevent abuse and murder of victim. Matter referred to and answered by attorney for insurer.

Table 27. Contracted Legal Expenses FY 2003

Vendor		Operations Budget	Modernization Budget	Development Budget	Section 8 Budget	Sub Total	Overall Total
Gereboff & Gelade	Attorney Fees *	\$30,000.00			.	\$30,000.00	\$53,738.25
	Court* Fees/Costs	\$23,738.25				\$23,738.25	
Constable: George R. Clark		\$13,243.00				\$13,243.00	\$13,243.00
Powers Kinder & Keeney		\$38,384.54				\$38,384.54	\$38,384.54
Bliss & Cavanagh		\$4,379.22	\$588.26		\$343.57	\$5,475.02	\$5,475.02
Total		\$109,745.01	\$588.26		\$343.57	\$110,840.81	\$110,840.81

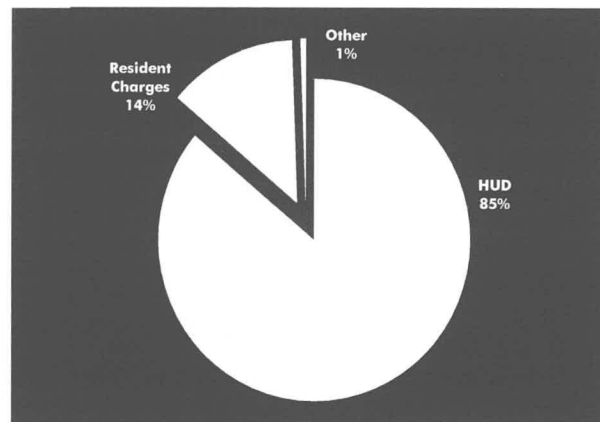
* Includes payment in current fiscal year for June, 2003 invoice.



Department of Finance, Accounting, and Budgeting employees preparing rent mailers

Office of Finance, Accounting & Budgeting.

Figure 1. Sources of Funds FY 2003



SUMMARY

The Office of Finance, Accounting & Budget administered \$44.7 million in federal, state, local and private funds during FY 2003. The office was responsible for issuing 14,129 payroll checks totaling \$8.8 million; paid accounts payable totaling \$13.4 million with 5,079 checks; and, wrote 19,362 checks to Section 8 property owners for \$19.7 million. The office is also responsible for all procurement at the PHA. In FY 2003, the office issued 4,060 purchase orders for \$1.89 million in materials, supplies and services, not including Capital Fund contracts.

The PHA receives funds for operations and programs from many sources. The federal Department of Housing and Urban Development is our primary source of income providing approximately \$38.0 million (86%) of the \$44.7 million administered in FY 2003. The PHA receives the balance of its funds from residents in the form of rents, fees from vendors operating vending machines, roof rentals, grants from state, local and private sources, such as: the City of Providence, R.I. Elderly Affairs, R.I. Department of Education, the R.I. Diabetes Society, and others. In FY 2003, we administered 27 separate grants from a variety of sources.

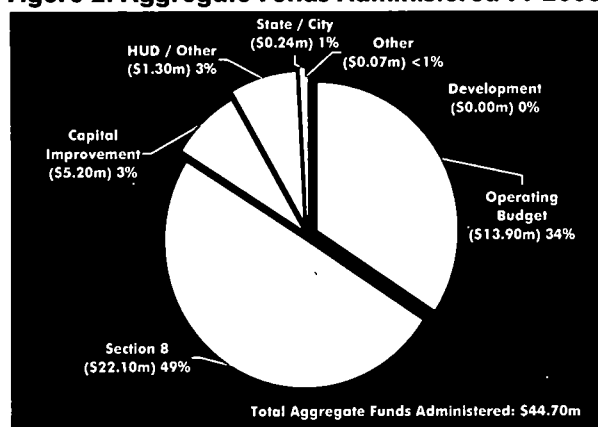
The federal Department of Housing and Urban Development is our primary source of income providing approximately \$38.0 million (86%) of the \$44.7 million administered in FY 2003.

AGGREGATE FUNDING FY 2003

The largest single budget source administered is the Section 8 Program at \$22.1 million, 49.4% of all funds administered. The second largest program is the Public Housing Program, which comprises 34.3% of all funds at \$15.3 million. The next largest program is the Capital Fund at \$4.6 million (10.0%). [Note: \$1.05 million of the Capital Funds are contained in the Annual Operating Budget.] The balance of funds administered comprises 7.0% of the aggregate income and consists of smaller federal, state and local government grants.

Table 1. Aggregate Funding and Rate of Change FY 1999 - FY 2003 (All Budgets)

FY 2003	FY 2002	FY 2001	FY 2000	FY 1999
\$44.7 m	\$41.5m	\$39.6m	\$33.5m	\$36.4m
Rate of Increase (Decrease) FY 2002- FY 2003		Rate of Increase (Decrease) FY 1999-FY 2003		
Amount	Percent	Amount	Percent	
\$3.2 million	7.7%	\$8.3 million	23%	

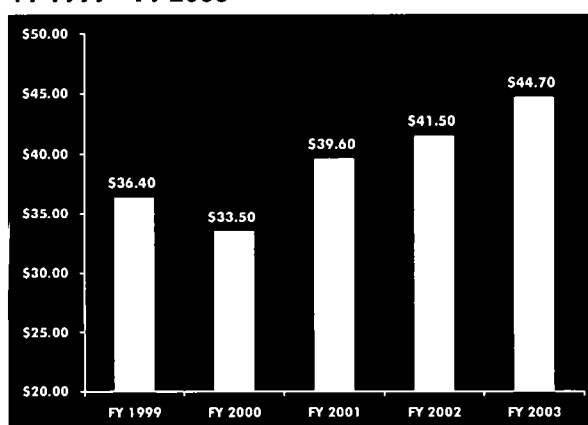
Figure 2. Aggregate Funds Administered FY 2003

The Capital Fund reduction is not as substantial as it appears on the accompanying table, since \$1.0 million was transferred to the Operating Budget. HUD regulations allow for twenty-percent of Capital Funds to be transferred to the Operating Budget for operating costs.

Funding Trends

Aggregate funds administered increased by \$3.2 million from the previous year and 23% more than five years ago. The largest program, Section 8, increased by \$1.7 million (8%) from the previous year and by \$2.8

million (14.5%), since FY 1999. Operating Funds increased by \$1.4 million since the previous fiscal year and by \$3.2 million (26%) since FY 1999. HUD and other funding increased the most over the previous year increasing by \$2.1 million (161%) and by \$2.5 million (285%) since FY 1999. A reduction in funds took place in the Capital Fund Program, State and City, and "Other" funding. The Capital Fund reduction is not as substantial as it appears on the accompanying table, since \$1.0 million was transferred to the Operating Budget. HUD regulations allow for twenty-percent of Capital Funds to be transferred to the Operating Budget for operating costs. The real reduction in funding over the previous year was actually \$0.700 million, or 13%.

Figure 3. Total Aggregate Funds Administered FY 1999 - FY 2003**Table 2. Aggregate Funds Administered FY 1999 - FY 2003**

Program	FY 2003	FY 2002	FY 2001	FY 2000	FY 1999
Operating Budget	\$15.3m	\$13.9m	\$12.8m	\$10.8m	\$12.1m
Section 8	22.1m	20.4m	20.6m	18.9m	19.3m
Capital Funds	3.5m	5.2m	3.7m	2.2m	2.6m
Development	0	0	0	0.022m	1.2m
HUD/Other	3.4m	1.3m	1.3m	0.948m	0.888m
State/City	0.239m	0.524m	0.938m	0.461m	0.202m
Other	0.073	0.069m	0.087m	0.099m	0.113m
Total	\$44.7m	\$41.5m	\$39.6m	\$33.5m	\$36.4m

ANNUAL OPERATING BUDGET

Aggregate Operating Income in FY 2003 was \$15,335,344, while Aggregate Operating Expenses totaled \$15,250,092. The Providence Housing

Authority completed the fiscal year with a surplus of \$85,252, a 2.0% increase from FY 2002. Our cumulative Operating Reserve is now \$4.4 million. Once again, the surplus was primarily achieved due to

additional income earned by the PHA through bond refinancing, earned service fees, and an infusion of more than \$1.0 million from the Capital Fund. The surplus is considerably less than planned during the budget planning process last year. We had anticipated a surplus of \$397,749, but rising across-the-board costs, particularly *Administrative Expenses Other than Salaries, Utilities, Contract Costs and General Expenses* were higher

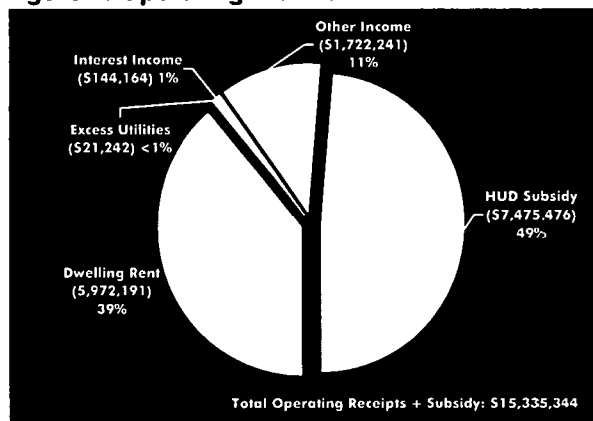
than anticipated. Aggregate Operating Income, which includes all Operating Receipts and the HUD Operating Subsidy increased by 20.6% (\$2.6m) over the previous year and by more than \$0.777m (5.3%) than budgeted. Aggregate Expenses increased by \$1.6 million (12.3%) over the previous year and were \$1.0 million more than budgeted.

Aggregate Operating Income

Table 3. Operating Income + HUD Subsidy FY 1999 – FY 2003

Program	FY 2003	FY 2002	FY 2001	FY 2000	FY 1999
Dwelling Rent	\$5,972,191	\$5,476,993	\$5,195,345	\$5,068,100	\$4,890,708
Excess Utilities	21,242	7,429	0	0	0
Interest Income	144,164	47,242	171,417	118,041	115,314
Other Income	1,722,241	1,242,226	1,330,891	165,278	250,257
Total Operating Receipts	\$7,859,868	\$6,773,890	\$6,697,654	\$5,351,419	\$5,256,279
HUD Operating Subsidy	\$7,475,476	\$7,240,953	\$6,159,405	\$5,476,864	\$6,441,426
TOTAL Operating Income	\$15,335,344	\$14,014,843	\$12,857,059	\$10,828,283	\$11,697,705

Figure 4. Operating Income FY 2003



Aggregate Operating Income for FY 2003 was \$15,335,344. There are four income categories that comprise Operating Receipts in the Annual Operating Budget: (1) Dwelling Rents, (2) Excess Utilities, (3) Interest Income, and (4) Other Income. Operating receipts plus the HUD Annual Operating Subsidy comprise Aggregate Operating Income, the total amount of income the PHA has to operate its public housing program.

Aggregate Operating Income increased by \$2.6 million (20.6%) from the previous year. All income budget categories increased from the previous year. Rents increased by \$0.495 million from FY 2002, a 9%

increase. The HUD Operating Subsidy increased by 3.2% (\$0.234 million). The other income categories increased as well: Excess Utilities (\$13,813) +186%, Interest Income (\$96,922) +205%, and Other Income (\$0.480 million) +38.6%. The "Other" Income category includes income from a variety of sources. The largest single amount is \$1.0 million from the Capital Fund grant from HUD. Total Operating Income has increased by 60.4% since FY 1999, an average annual increase of 15%.

Figure 5. HUD Subsidy Income as a Percent of Total Income FY 1999 – FY 2003

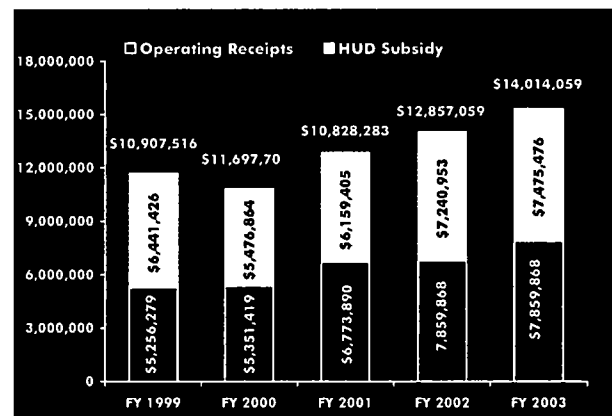


Table 4. Rate of Change: FY 2002 - FY 2003 / FY 1999 - FY 2003

Budget Category	Increase/Decrease FY 2002-FY 2003	Percent Change	Increase/Decrease FY 1999-FY 2003	Percent Change
Dwelling Rent	\$495,198	9%	\$1,081,483	22.1%
Excess Utilities	\$13,813	186%	NA	NA
Interest Income	\$96,922	205%	\$28,850	25%
Other Income	\$480,045	38.6%	\$1,472,014	588%
Total Operating Receipts	\$1,085,978	16%	\$2,603,589	49.5%
HUD Operating Subsidy	\$234,523	3.2%	\$1,034,050	16%
TOTAL Operating Income	\$2,617,399	20.6%	\$5,774,562	60.4%

Annual Operating Income: Budgeted / Actual FY 2003

Total Operating Income exceeded the amount budgeted by \$0.777 million, a 5.3% difference. The difference is attributed to several factors, including higher than budgeted rent collections, and significant increases in "Other" Income. In FY 2003, \$166,157 in rent was collected beyond that budgeted. This is primarily due to having a higher average rent and a higher than budgeted occupancy rate. The HUD-approved occupancy rate was 94%, while our actual

occupancy rate ranged between 96%-97% during the year. Any occupancy above the HUD-approved occupancy rate allows the PHA to "earn" additional funds. In the upcoming fiscal year (FY 2004), our HUD-approved occupancy rate will be the standard 97%, which will make it more difficult to earn extra income.

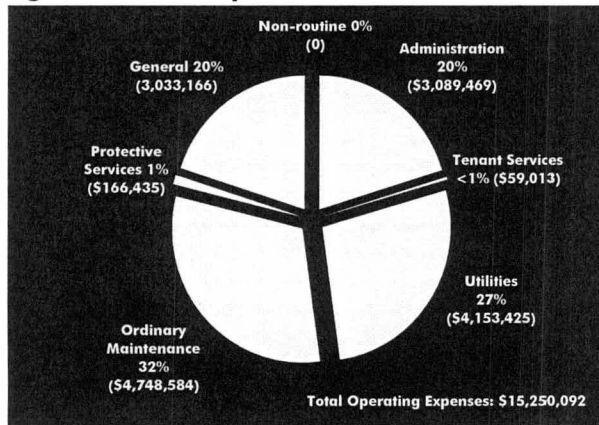
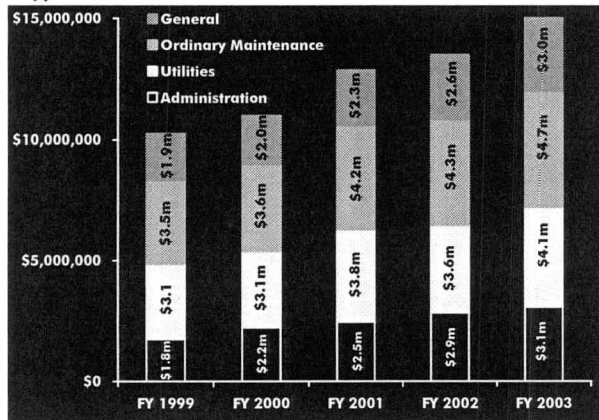
The management staff collected more Excess Utility fees than budgeted due to strict enforcement of a surcharge for air conditioning.

Table 5. Budgeted v. Actual FY 2003

Budget Category	Budgeted Amount	Actual FY 2003	Difference	Percent Difference
Dwelling Rents	\$5,806,034	\$5,972,191	\$166,157	2.9%
Excess Utilities	\$3,000	\$21,242	\$18,242	608%
Interest Income	\$154,465	\$144,164	(\$10,301)	(6.7%)
Other Income	\$1,118,800	\$1,722,271	\$603,471	54%
Total Operating Income	\$14,557,775	\$15,335,644	\$777,869	5.3%

ANNUAL OPERATING EXPENSES**Table 6. Aggregate Annual Operating Expenses by Budget Category FY 1999 - FY 2003**

Budget Category	FY 2003 (Budgeted)	FY 2003 (Actual)	FY 2002 (Actual)	FY 2001 (Actual)	FY 2000 (Actual)	FY 1999 (Actual)
Administration	\$2,787,061	\$3,089,469	\$2,858,530	\$2,482,790	\$2,251,899	\$1,759,779
Tenant Services	60,850	59,013	41,089	21,057	12,455	6,103
Utilities	4,027,490	4,153,425	3,645,841	3,854,387	3,145,700	3,116,080
Ordinary Maintenance	4,533,883	4,748,584	4,325,703	4,240,407	3,597,467	3,484,423
Protective Services	26,000	166,435	96,233	15,463	28,817	0
General	2,528,242	3,033,166	2,648,582	2,277,123	1,997,785	1,891,727
Non-routine	0	0	0	4,016	1,571	250
Capital	196,000	0	0	107,399	215,365	108,678
Total	\$14,160,026	\$15,250,092	\$13,615,978	\$13,002,642	\$11,251,059	\$10,367,040

Figure 6. Actual Expense Distribution FY 2003**Figure 7. Expense Distribution (of major categories only) FY 1999 – FY 2003**

Operating Expenses exceeded our budgeted amount by \$1,090,066 (7.7%). Fortunately, our income exceeded budgeted amounts as well and was enough to make up for all overages in operating expenses. There are eight major budget line item categories under operating expenses: (1) Administration, (2) Tenant Services, (3) Utilities, (4) Ordinary Maintenance, (5) Protective Services, (6) General Expenses, (7) Non-Routine Expenses, and (8) Capital Improvements. Five of the eight categories exceeded their budgeted amount, but only three beyond the standard +/- 10% indicator.

The greatest over budget category was Protective Services, which was 540% over budget. However, the actual dollar amount was \$140,000. During the same period, \$196,000 budgeted for Capital Improvements was not expended. The General Expenses category is of more concern. General Expenses exceeded its budgeted amount by 20%. A more detailed review of each general category will be analyzed in their section of this report.

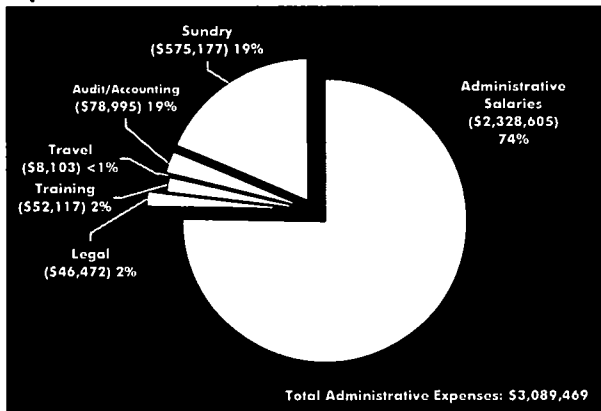
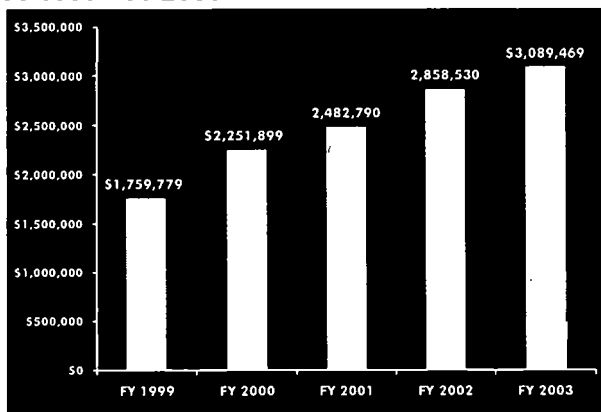
Fortunately, our income exceeded budgeted amounts as well and was enough to make up for all overages in operating expenses.

Table 7. Rate of Change: FY 2002-FY 2003 / FY 1999-FY 2003 / Expenses Categories

Budget Category	Increase/Decrease FY 2002-FY 2003	% Change FY 2002-2003	Increase/Decrease FY 1999-FY 2003	% Change FY 1999-2003
Administration	\$230,939	8.0%	\$1,329,690	75%
Tenant Services	17,924	43.6%	52,910	867%
Utilities	507,584	13.9%	1,037,345	33.3%
Maintenance Operations	422,881	9.8%	1,264,161	36.3%
Protective Service	70,202	73%	NA	NA
General Expenses	384,199	14.5%	\$1,141,439	60.3%
Non-Routine Expenses	0	0	(\$250)	
Capital Improvements	0	0	(\$108,678)	0
Total	\$1,634,114	12.3%	\$4,883,052	47.1%

Table 8. Administrative Expenses FY 1999 – FY 2003

Budget Category	FY 2003 (Budget)	FY 2003 (Actual)	FY 2002 (Actual)	FY 2001 (Actual)	FY 2000 (Actual)	FY 1999 (Actual)
Administrative Salaries	\$2,357,495	\$2,328,605	\$2,153,253	\$1,902,712	\$1,771,532	\$1,480,281
Legal	\$16,600	\$46,472	72,656	40,935	41,413	13,000
Training	0	\$52,117	59,907	26,711	295	0
Travel	\$12,533	\$8,103	6,753	11,450	17,939	4,910
Audit/Accounting	\$64,196	\$78,995	71,196	59,779	45,010	28,000
Sundry	\$336,237	\$575,177	494,765	441,203	374,710	233,588
Total	\$2,787,061	\$3,089,469	\$2,858,530	\$2,482,790	\$2,250,899	\$1,759,779

Figure 8. Actual Distribution of Administrative Expenses FY 2003**Figure 9. Administrative Expenses FY 1999 – FY 2003**

Administrative Expenses increased by \$0.230 million (8%) from FY 2002. Five of six of the line items in this category exceeded their budgeted amount, with most of the overage due to the Sundry category. This line item exceeded budget by \$0.234 million alone. Most of this increase was due to increased phone and security-related phone line costs. When the camera and access card security system was installed, high-speed phone lines were required to be installed. The charge for these lines doubled in cost during the year. As a result of these increased charges, the PHA has contracted to have a wireless data and phone system installed. While the initial cost is expensive, it will pay for itself within 18-months and we would be relieved of increasing line costs over the years. The \$52,117 cost of Training, while not budgeted, is being paid from the Capital Fund transfer to the Operating Budget.

Administrative Salaries, the largest single line item in this budget category was under budget by 1.2% (\$28,890). The budgeted Audit amount was exceeded by approximately \$14,000 due primarily to added requirements placed on the auditor to comply with new accounting rules implemented as a result of GASB-34. The auditor assisted and advised the department on the transition to the new requirements.

Table 9. Rate of Change: FY 2002-FY 2003 / FY 1999-FY 2003 / Administrative Expenses

Budget Category	Increase/Decrease FY 2002-FY 2003	Percent Change	Increase/Decrease FY 1999-FY 2003	Percent Change
Administrative Salaries	\$175,352	8.0%	\$848,324	57.3%
Legal	(\$26,184)	(36.0%)	\$33,472	257%
Training	(\$7,790)	(13%)	\$52,117	NA
Travel	\$1,350	20%	\$3,193	65.0%
Audit/Accounting	\$7,799	11.0%	\$50,995	182%
Sundry	\$80,412	16.2%	\$341,589	146%
Total	\$230,939	8.0%	\$1,329,690	75%

Tenant Services**Table 10. Tenant Services Expenses FY 1999 – FY 2003**

Budget Category	FY 2003 (Budget)	FY 2003 (Actual)	FY 2002 (Actual)	FY 2001 (Actual)	FY 2000 (Actual)	FY 1999 (Actual)
Tenant Services	\$60,850	\$59,013	\$41,089	\$21,057	\$12,455	\$6,103
Total	\$60,850	\$59,813	\$41,089	\$21,057	\$12,455	\$6,103

Tenant Services, budget-wise is an insignificant budget category comprising less than one-percent of the annual operating budget. Tenant Service funds are now a direct add-on to the operating budget by HUD. In previous years, the PHA budgeted only \$4.00/occupied unit for resident services because other grants provided for services to the resident population.

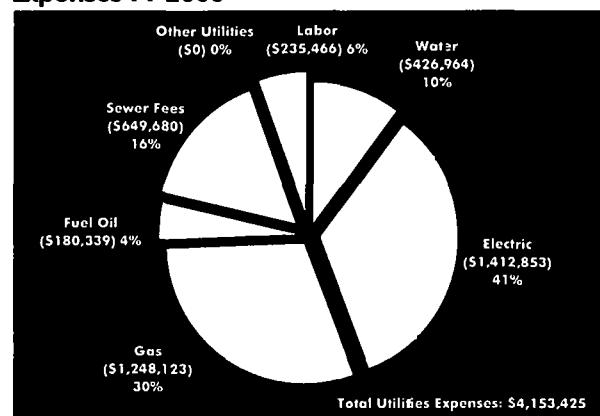
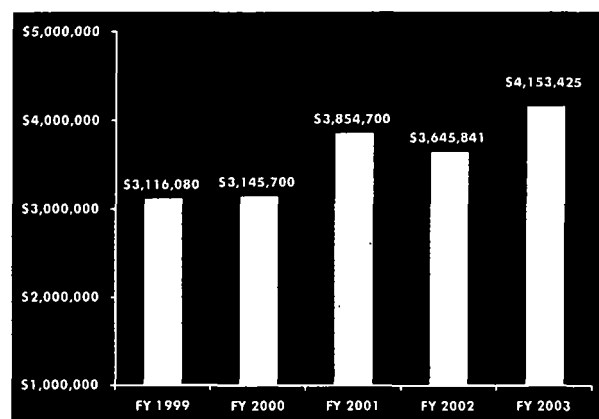
Starting in FY 2001, HUD provided a direct subsidy add-on of \$35./occupied unit for resident services. These funds are supposed to be used by resident associations to communicate and educate residents about PHA and HUD policies and to improve the quality of the environment in public housing. In FY 2003, Tenant Services was under budget by \$1,837.

Table 11. Rate of Change: FY 2002-FY 2003 / FY 1999-FY 2003 / Tenant Services

Budget Category	Increase/Decrease FY 2002-FY 2003	Percent Change	Increase/Decrease FY 1999-FY 2003	Percent Change
Tenant Services	\$17,924	43.6%	\$52,910	867%
Total	\$17,924	43.6%	\$52,910	867%

Utility Expenses**Table 12. Utilities Expenses FY 1999 – FY 2003**

Budget Category	FY 2003 (Budgeted)	FY 2003 (Actual)	FY 2002 (Actual)	FY 2001 (Actual)	FY 2000 (Actual)	FY 1999 (Actual)
Water	412,008	\$426,964	\$434,376	\$376,569	\$401,366	\$343,846
Electric	1,577,608	1,412,853	1,462,051	1,528,681	1,214,593	1,360,745
Gas	1,194,359	1,248,123	1,038,745	1,151,294	727,147	667,868
Fuel Oil	179,657	180,339	118,298	177,571	177,499	73,086
Sewer Fees/Other	446,448	649,680	396,342	359,755	350,951	395,619
Other Utilities	0	0	0	63,608	76,156	81,250
Labor	217,410	235,466	196,029	196,906	197,988	193,666
Total	\$4,027,490	\$4,153,425	\$3,645,841	\$3,854,384	\$3,145,700	\$3,116,080

Figure 10. Actual Distribution of Utilities Expenses FY 2003**Figure 11. Utilities Expenses FY 1999 – FY 2003**

Utility Expenses in FY 2003 were \$4.15 million, \$0.5 million greater than last year and \$0.125 million more than budgeted. Budgeted amounts are determined by using a HUD-mandated 3-year rolling base, which makes it difficult to be precise in budgeting for utilities. Another major factor is the escalation in rates from the utilities. Rates have increased for electric, fuel oil and natural gas. Six of the seven line items were over budget in FY 2003. Electricity costs were below budget estimates by \$0.165 million. The greatest increase in utility cost was for the Sewer/Other line item. Ninety-percent of the costs in this line item was for actual

sewer fees with the balance of the costs for utility related projects for heating boilers. The sewer fees appear to be out of line with past costs and the rate increases allowed by the Public Utility Commission. We attribute these additional costs to bills from the previous year that were not received until the new fiscal year. A separate report on energy consumption and costs is prepared annually going into greater detail about utility costs. When this is completed we will be able to determine why sewer usage increased so dramatically this year.

Table 13. Rate of Change: FY 2002-FY 2003 / FY 1999-FY 2003 / Utility Expenses

Budget Category	Increase/Decrease FY 2002-FY 2003	Percent Change	Increase/Decrease FY 1999-FY 2003	Percent Change
Water	(\$7,412)	(1.7%)	\$83,118	24.2%
Electric	(\$49,198)	(3.4%)	\$52,108	3.8%
Gas	\$209,378	20.2%	\$580,255	87.0%
Fuel Oil	\$62,041	52.4%	\$107,253	147%
Sewer Fees/Other Utilities	\$253,338	63.9%	\$172,811	36.2%
Labor	\$39,437	20.1%	\$41,800	21.6%
Total	\$507,584	13.9%	\$1,037,345	33.3%

Maintenance Operations Expenses

Table 14. Ordinary Maintenance Expenses FY 1999 - FY 2003

Budget Category	FY 2003 (Budgeted)	FY 2003 (Actual)	FY 2002 (Actual)	FY 2001 (Actual)	FY 2000 (Actual)	FY 1999 (Actual)
Labor	\$3,342,731	\$3,362,680	\$3,140,306	\$3,030,828	\$2,890,902	\$2,706,412
Materials	625,426	648,931	707,145	738,402	260,856	449,146
Contract Costs	387,488	599,034	300,014	302,715	262,707	152,468
Garbage/Trash Removal	178,238	177,939	178,238	168,461	183,002	152,468
Total	\$4,533,883	\$4,748,584	\$4,325,703	\$4,240,406	\$3,597,467	\$3,460,494

Figure 12. Actual Distribution of Ordinary maintenance Expenses FY 2003

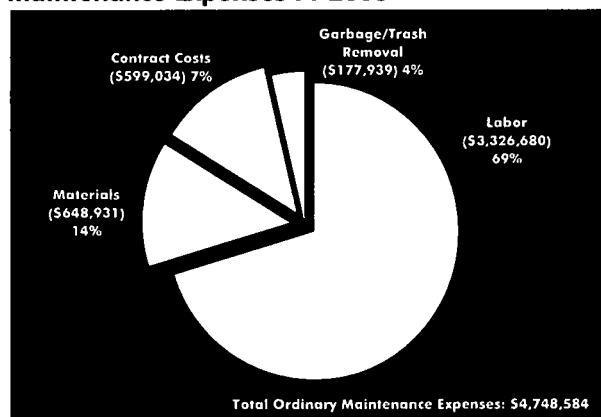
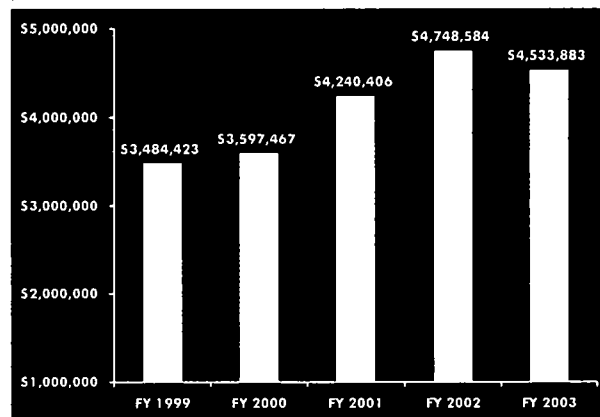


Figure 13. Ordinary Maintenance Expenses FY 1999 - FY 2003



Maintenance Operations increased by \$0.422m (9.8%) over last year and by \$1.2m (36.3%) since 1999. Average annual maintenance operations costs, over the last five years, have been \$4.0 million. Contract Costs have increased significantly over the last five-years primarily due to contracting for unit turnaround painting. Ordinary Maintenance Operations exceeded the budgeted amount by 4.7% (\$0.214 million) and

increased 9.8% over the previous year's budget. Three out four of the line items in this category are within budgeted amounts or slightly over budget. This current year, expenses for Contract Costs were exacerbated because of numerous steam line leaks at Chad Brown/Admiral Terrace, which required the hiring of outside contractors with heavy equipment. Contract costs exceeded budget by \$0.211 million.

Table 15. Rate of Change: FY 2002-FY 2003 / FY 1999-FY 2003 / Maintenance Operations

Budget Category	Increase/Decrease FY 2002-FY 2003	Percent Change	Increase/Decrease FY 1999-FY 2003	Percent Change
Labor	\$222,374	7.0%	\$656,268	24.2%
Materials	(\$58,214)	(8.2%)	\$199,785	44.5%
Contract Costs	\$259,020	86.3%	\$406,566	266%
Trash Removal	(\$299)	< 1.0%	\$1,542	< 1.0%)
Total	\$422,881	9.8%	\$1,264,161	36.3%

Protective Services

Table 16. Protective Services Expenses FY 1999 – FY 2003

Budget Category	FY 2003 (Budgeted)	FY 2003 (Actual)	FY 2002 (Actual)	FY 2001 (Actual)	FY 2000 (Actual)	FY 1999 (Actual)
Salaries/Costs	\$26,000	\$166,435	\$96,233	\$15,463	\$28,817	\$0

Protective Services has never had a major impact on the PHA's budget until the last two years. These funds pay for our own security staff and not the Providence Police Department. The funds originally were to pay our high-rise security guards in the evenings at elderly/disabled buildings. Previously, the entire amount was paid with a grant from the R. I. Department of Elderly Affairs with a 25% match from the city. However, over the last several years, the state has cutback funding for the program at the same time we have expanded it. As a result of the installation of the security cameras in the high-rise developments, we hired four security monitors who provide 24-hour

security screening from our security offices at Hartford Park. This cost, plus the security guards, have added to our protective services budget. We are reviewing several alternatives to lower our own costs for this program, but security is the primary concern of our residents and it should not be unusual for us to start budgeting for this need.

Due to state cutbacks and the addition of the security monitors during the year, our protective services line item increased by \$70,202 (73%) over last year and was \$140,435 over the budgeted amount.

Table 17. Rate of Change: FY 2002-FY 2003 / FY 1999-FY 2003 / Protective Services

Budget Category	Increase/Decrease FY 2002-FY 2003	Percent Change	Increase/Decrease FY 1999-FY 2003	Percent Change
Salaries/Costs	\$70,202	73.0%	\$166,435	NA
Total	\$70,202	73.0%	\$166,435	NA

General Expenses

Table 18. General Expenses FY 1999 – FY 2003

Budget Category	FY 2003 (Budgeted)	FY 2003 (Actual)	FY 2002 (Actual)	FY 2001 (Actual)	FY 2000 (Actual)	FY 1999 (Actual)
Insurance	\$580,367	\$705,284	\$523,244	\$340,526	\$342,989	\$296,555
P.I.L.O.T.	\$94,410	\$75,102	69,316	52,297	90,952	81,118
Terminal Leave Payments	\$15,000	\$88,827	823	0	0	0
Employee Benefit Contribution	\$1,803,465	\$2,029,294	1,903,072	1,730,417	1,571,927	1,437,395
Collection Losses	\$35,000	\$134,659	152,127	143,882	-8,083	76,659
Total	\$2,528,242	\$3,033,166	\$2,648,582	\$2,267,122	\$1,997,785	\$1,891,727

Figure 14. Actual Distribution of General Expenses FY 2003

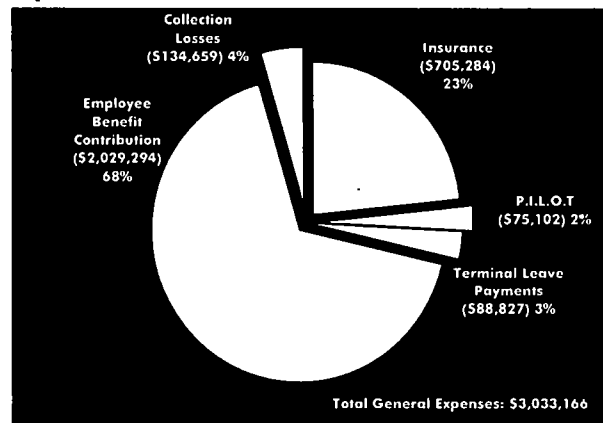
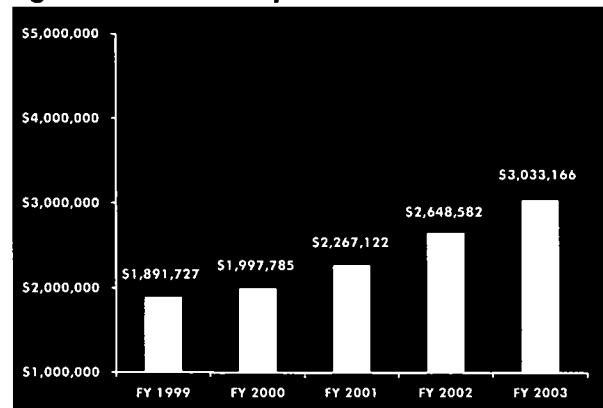


Figure 15. General Expenses FY 1999 – FY 2003



The General Expenses budget category has been our fastest rising budget issue. Four of the five line items in this category rose over last year's budget and were significantly (20%) over our budgeted amount for the year. Of greatest concern is the rise in insurance premiums, which rose 34.8% over last year and were 21.5% more than budgeted. Much of the increase is attributed to the national general increase in insurance premiums, as well as our experience factor and the addition of new properties to our inventory. While employee benefits rose 6.6% (\$126,222) over last year, this was still \$225,829 more than we budgeted. We feel the shortfall in budgeted amount may be attributed to a computation error on our behalf when preparing the budget, and the greater than expected rise in health benefit premiums. Collection Losses this year were also significantly more than we anticipated and budgeted. However, with an aggressive eviction policy, this was bound to happen. Previous attempts to collect losses from residents who have vacated have not been fruitful. We do, however, collect some of this loss when these same persons reapply for public or Section 8 housing and we require them to pay their arrears before accepting them into the program again.

Table 19. Rate of Change: FY 2002-FY 2003 / FY 1999-FY 2003 / General Expenses

Budget Category	Increase/Decrease FY 2002-FY 2003	Percent Change	Increase/Decrease FY 1999-FY 2003	Percent Change
Insurance	\$182,040	34.8%	\$408,729	138%
P.I.L.O.T.	\$5,786	8.3%	(\$6,016)	(7.4%)
TLP/Encumbrances	\$88,004	1069%	0	0
Employee Benefits	\$126,222	6.6%	\$591,899	41.2%
Collections	(\$17,468)	(11.5%)	\$58,000	75.6%
Total				

OTHER FINANCIAL DATA**Table 20. Other Financial Data FY 1999 – FY 2003**

Budget Category	FY 2003 (Budgeted)	FY 2003 (Actual)	FY 2002 (Actual)	FY 2001 (Actual)	FY 2000 (Actual)	FY 1999 (Actual)
Operating Reserve	\$4,433,487	\$4,407,552	\$4,322,300	\$3,947,496	\$4,093,007	\$4,294,504
Max. Operating Reserve	7,080,013	7,625,046	6,807,989	5,600,108	5,625,529	5,183,520
Pct of Allowable Reserve	63%	58%	63.5%	71%	72%	83%
Accounts Receivable	\$65,507	\$79,013	\$55,227	65,507	65,507	36,509

The PHA's Operating Reserve increased by more than \$85,000 from the previous year, a 1.9% increase. We are now at 58% of our maximum allowable reserve. HUD used to require that housing authorities maintain an operating reserve of at least 50% of total operating expenses. This indicator has become somewhat of an anachronism, since the initiation of the formula-based Capital Fund. HUD wanted housing authorities to build an operating reserve to handle major emergencies

that could take place during the year. The indicator was also used to recapture funds from HUD that exceeded their maximum allowable reserve of 100%.

The PHA finished the year with an account receivables balance of \$79,013. This amount is rent or other charges due from residents that have a chance of being collected.

Table 21. Operating Subsidy Reductions FY 1999 - FY 2003

	FY 2003	FY 2002	FY 2001	FY 2000	FY 1999
100% Funding	\$7,475,476	\$7,240,953	\$6,253,203	\$5,920,820	\$6,441,426
Less Unfunded Proration	\$0	(-\$108,614)	(-\$93,798)	(-\$443,956)	\$0
Adjusted Subsidy	\$7,475,476	\$7,132,339	\$6,159,405	\$5,476,864	\$6,441,426
Percent Funded	100%	98.5%	98.5%	92.5%	100%
Subsidy Received	\$7,475,476	\$7,132,339	\$6,159,405	\$5,476,864	\$6,867,547

This housing authority, as all others, relies on the annual operating subsidy from HUD to pay for a significant portion of our costs of operation. Since the Brooke Amendment became law in 1969, housing authorities have been limited in what they can charge for rent. The Performance Funding System was created to make up the difference in the lost rental income experienced by housing authorities. HUD has not done a good job in calculating the operating subsidy needs of housing authorities. Over the last nine years, the PHA has lost \$2.08 million in eligible operating subsidies because HUD miscalculated or the Congress did not appropriate enough funds. Over the last five-years, we have lost \$0.646 million in subsidy alone.

Concerns

Budget-wise FY 2003 was not a good year. While we were fortunate to complete the year with a surplus of \$85,000, we were over budget in many of our line items. Had it not been for the increase in "Other" Income and a lower HUD-approved occupancy rate, we could well have had a substantial deficit. This upcoming year the budget will be monitored more closely and additional controls will be placed on spending. However, public housing budgeting is not an easy task. There are so many unknowns to deal with-the least of which is how much will be received in operating subsidy. As mentioned above, the PHA has lost more than \$2.0 million in operating subsidy over the last nine years. Other factors, such as utility increases, health care costs, and increased insurance rates have had a major impact on this and future budgets.



Public Housing Unit Security Officers

Security Operations

SUMMARY

An important element of the Providence Housing Authority's (PHA) mission is to provide safe housing for its residents. The Providence Police Department's Public Housing Unit (PHU) and the PHA's own security force work together to fulfill the agency's mission. The program provides security services to six family developments, seven elderly/disabled high-and-moderate rise developments and 245 units of scattered-sited housing locations.

Through the efforts made by the PHU, officers past and present have been collectively awarded 61 Police Department and City awards while assigned to the PHU. 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 (PHU)* merited the *Public Safety Commissioner's Award* for best overall performance in the *Providence Police Department (PPD)*. The PHU was featured in a nationally televised HUD video introducing the "One strike, you're out" policy. This recognition is a testament to the PHA's commitment to ensure a safe and orderly environment for its residents. Other awards issued between 1992-2002 were thirteen *Archambault Awards*, two *Mayors Awards*, six *Commissioners Awards*, thirteen *Chief's Awards*, six *City Council Awards*, five *American Legion Awards*, four *Hostage Situation Ribbons*, seven awards from outside agencies, four *Police Reserve Awards* numerous letters of commendation, and one *Humanitarian Award*. In FY 2003 an active PHU officer was awarded the American Police Hall of Fame Purple Heart for a wound received in 1985 and the current Security Operations Manager,

a retired PHU officer, was awarded the American Police Hall of Fame Silver Star for Bravery for an incident that also occurred in

1985.

SECURITY TABLE OF ORGANIZATION

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

- The Public Housing Unit
- The Providence Police Reserve Officers assigned to the PHU
- The PHA Security Officers
- Resident Crime Watches
- PHA Security Monitors
- The PHA Security Operations Manager
- The Fraud Investigator

The Public Housing Unit

The PHU Officers are Providence Police Officers who are assigned by the Police Department to this specialized police unit. In the Police Department Table of Organization, the PHU is under the command and supervision of the Patrol Bureau.

For most of 2003, there was one Police Department Sergeant and four patrol officers assigned by the police department to the PHU, with the Sergeant being the commanding officer. This resulted in the PHU being seriously understaffed. The lack of staffing was due to vacancies created in the PHU when officers were reassigned to other bureaus in the police department and never replaced. This staffing problem hampered the effectiveness of the unit and requests to the previous police department administrations for replacements were unanswered. In June of 2003, the police department, under the command of Colonel Dean Esserman, implemented a redistricting plan for the police department that included a redeployment of police department personnel. It was at this time that

the PHU received two replacement officers with another to be assigned. This will bring the total complement of the PHU to 8 patrol officers. Under the redeployment plan the sergeant was transferred from the unit and the officers are under the immediate command of 4 district lieutenants in which the PHA developments are located.

The City of Providence and the PHA share in the cost of the PHU and its officers. The city is responsible for the payment of the officers' police salaries, benefits, pension plan contributions and the time spent testifying in court. The PHA compensates the officers for the hours worked beyond the hours that are paid by the city. On average each PHU officer works an additional 20 hours of "PHA overtime" per-week. "PHA overtime hours" allow for an overall extension of police coverage in the PHA developments.

The Police Reserves

In addition to the police officers assigned to the PHU, eleven Providence Police Reserve officers are attached to the unit. The reserve officers are sworn police officers that possess the power to arrest, carry firearms, and utilize all additional police equipment. The primary duty and responsibility of the reserve officers is to patrol all of the elderly/disabled developments located throughout the city. The reserves are attached to the PHU because the PHU officers are extremely familiar with the problems that are specific to the elderly/disabled developments, including the tactics needed to resolve problems specific to this type of housing. When on duty the police reserves are under the immediate supervision of the PHU officers. These reserve officers are volunteers and are not compensated financially for their services. They serve 306 hours on average per month.

PHA High-Rise Security Officers

The PHA established a security force in 1991. The PHA security force currently consists of 12 uniformed security officers. These security officers, who are unarmed and have no arrest powers, patrol the PHA's elderly/disabled high-rise developments. The security officers' schedules are adjusted based on particular needs of the development to which they are assigned.

Security officers, either men or women 18 years of age or older, are recruited, trained and supervised by the PHU. They must pass all of the mandatory exams as well as a criminal background investigation. In addition, they must complete the required 40 hours of training for elderly/disabled high-rise security officers mandated by the State Department of Elderly Affairs (DEA). The security officers receive their training

from the PHA Security Operations Manager and the PHU officers. The PHU officers and the PHA Security Operations Manager provide this training given their expertise in the field and their first hand knowledge of the problems often encountered in these buildings. The security officers, as a whole, work 422 hours per week on average.

The security officers are in direct radio communication with the PHA dispatcher. The security officers receive their calls from this dispatcher and are also in direct radio communication with the PHU officers via the PHA radio channel. This method of communication allows the security officers to receive immediate advice or assistance if needed.

While on duty, security officers are responsible for patrolling the building to which they are assigned as well as the parking-lot areas. The officers complete and submit a written security report that is used to inform management of any problems that occurred in the building. The Security Operations Manager (SOM) reviews all security reports the next morning. If there is information that requires immediate management attention/action it is e-mailed to the appropriate manager. At that time management will take the action necessary to resolve the problem.

Resident Crime Watches

In the past several years, resident crime watches have been organized in all of the PHA elderly/disabled high-rises and in two of the family developments. As of this date only two of the high-rises, Dominica Manor and Parenti Villa, have active crime watches, with Parenti Villa crime watch being established this year. The primary reasons for the failure of the crime watches in the other high-rises and the family developments are the lack of interest on the part of the residents and also dissension between the members of the crime watch. The PHA does plan to expand on the resident crime watches in developments that express interest in such a program.

The Security Monitors + Dispatchers

In FY-2002 the PHA installed a security system in the six elderly high-rises. The security system consists of cameras and alarms on the ground floor doors and entrance/exit ways and also the elevators. In addition the main lobby doors were changed to card access doors. The security monitors/dispatchers have the primary duty of monitoring the security system and cameras and also dispatching the PHU officers to police service calls received by the monitors or referring the caller to the police or fire department when the PHU officers are off duty. The security

monitors/dispatchers are located in the PHU Sub-Station/Security Office where the primary monitoring station is located. The security monitors/dispatchers are on duty 24 hours per day with the exception of the 8:00AM to 4:00PM Sunday Shift.

As a secondary duty all of the security monitors have been trained to conduct the criminal background checks on public housing applicants, operate the police department GUI computer and are cross-trained in some of the Security Operations Manager's administrative duties.

The PHA Security Operations Manager

The PHA Security Operations Manager is a retired PHU officer. His responsibilities include scheduling and general administrative oversight of the security program and the PHU in order to provide the most effective security coverage for the PHA and residents. The Security Operations Manager is also responsible for maintaining and updating all records and other data pertaining to police/security activity and operations in the PHA developments. This information is updated on a daily basis. The information generated is compiled in the PHU weekly police/security activity report, a monthly report, a fiscal year report and also a calendar year report. On a bi-weekly basis the SOM attends the PHA staff meeting where security problems and possible solutions are discussed. The SOM periodically attends management and tenant meetings to discuss security concerns should

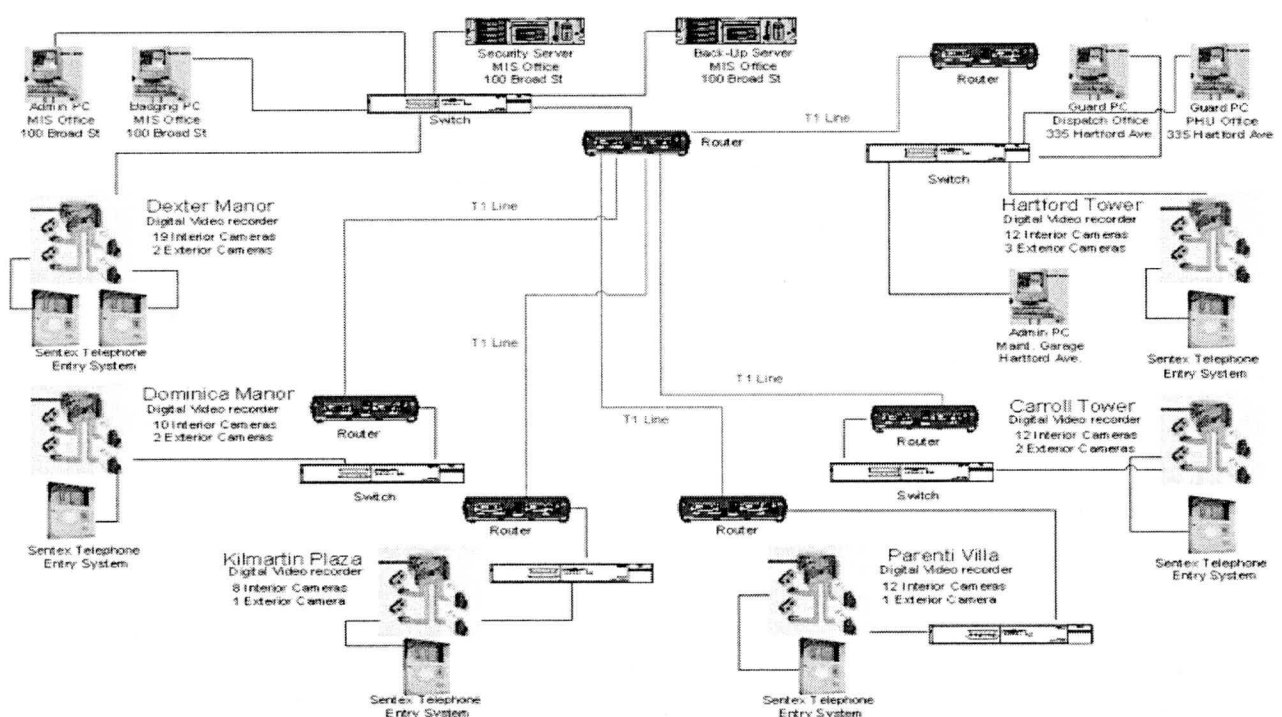
developments experience security problems. There is close coordination between the SOM and department directors to maintain and ensure that new and/or future security measures will be effective.

The SOM has the responsibility to ensure that the PHA is in compliance with Department of Elderly Affairs mandates pertaining to resident safety and safety education in the elderly/disabled high-rises. This includes mandates regarding the training and managing of the security officers. In addition the SOM has been selected as a primary instructor by the Department of Elderly Affairs to provide training to all security officers, state wide, that are mandated to under go this training.

Fraud Investigator

In FY 2000 a Fraud Investigator was hired to address management's complaints on tenants or Section 8 landlords, assist in BCI checks and head an investigative team for complaints involving PHA employees. The Fraud Investigator is a retired Providence Police Sergeant and a former Community Protection Officer (Presently called PHU). Every Wednesday the Fraud Investigator fingerprints those public housing applicants that need additional criminal background investigation. Those fingerprints are submitted to the FBI for review. The Fraud Investigator operates from the Public Housing Unit sub-station at 335 Hartford Park.

Figure 1. PHA Security Access System
Providence Housing Authority
Security Access System



SECURITY CRIME DATA

The PHA monitors the security and crime data that is gathered by the Public Housing Unit (PHU) and PHA security officers. Statistics concerning criminal and security-related activity taking place on PHA property are recorded by development. The data are collected, recorded and compiled daily in the weekly, monthly and yearly reports

Daily Activity Reports (DAR)

The PHU reports on their daily activity in the Daily Activity Report. All activity generated by the officers such as arrests, dispersals, types and locations of radio calls, and the originating dispatcher (PPD or PHA), are entered in this report. The Daily Activity Report is an important report because additional reports are generated from the data included in the DAR. All arrests entered in the activity report are entered in the PHU Arrest Database on a daily basis.

The PHA security officers also submit a daily activity report to the SOM. Security report information is entered in the PHA Police Activity database daily.

Security Work Orders

Security work orders are used to record and track security issues or events involving the PHA security personnel. In addition, the security monitors/dispatchers complete a security work-order on events that take place when the PHU officers or security are off duty.

In the previous years the security work-orders were completed and complied by the Facilities Management Dispatcher. Effective June of 2002 the security work-orders are being maintained by the security monitors/dispatchers

Weekly Activity Reports

At the beginning of each week the Security Operations Manager gathers the information in the PHU Police Activity database to complete a weekly report. This report is then forwarded via e-mail to the PHA Executive Director, the Director of Housing Management, the Director of Facilities Management, all PHA development managers and other selected PHA staff. Those in receipt of these reports possess a report on all police activity and problems from the previous week. After reviewing these weekly reports, managers can determine if and when further action on their part is needed.

Monthly Management Report (MMR)

This report is broken into seven separate reporting forms.

The first is the Summary page, which gives a general overview of the months activity including highlights, followed by, second, the PHU Arrest and Activity report. It records the following:

- Arrests, for Part I and Part II offenses (based on FBI Uniform Crime Reports)
- Radio calls responded to (PPD and PHA)
- Summons issued
- Dispersals
- Lease violations issued
- Meetings attended
- Eviction hearings attended

The third report is a Fiscal Year-to-Date PHU Arrest and Activity Report that contains the year-to-date totals of the monthly Arrest and Activity Reports. The fourth report is the PHU Crime and Incident report. This report contains the incidences of Part I and Part II offenses reported to the PHU officers. The fifth report is the Fiscal Year-to-Date PHU Crime and Incident Report that contains the year-to-date totals of the monthly PHU Crime and Incident Reports. The sixth report is the PHA Security Work Order Report. It records all security work orders called into the PHA dispatcher during that month. This report also contains the current fiscal year-to-date totals. The seventh and last report is the Fraud Investigation Report. It tracks referrals received, referrals cleared by investigation and administration, referrals determined unfounded and BCI checks for new employees and applicants.

Fiscal Year Report

The Fiscal Report is the PHA's annual report beginning July 1 and ending on June 30. The Fiscal Report contains the totals of the Monthly Management Report. This report also contains a narrative section that outlines the status of the following:

- The PHU and it's equipment
- PHU activity (arrests and other) for that period which is generated from the Monthly Management Report
- Problems in each of the developments
- Actions taken by the PHU to address/resolve the problems

Calendar Year Report

A Calendar Year Report is submitted to the police department that produces its annual report based on the calendar year (January 1 through December 31). The Calendar Year Report contains the same type of information as the Fiscal Year report except for the calendar year period.

POLICE RESPONSES

Police responses are the result of phone calls made by PHA residents either to the 911 system, the Providence Police dispatcher or the PHA dispatcher.

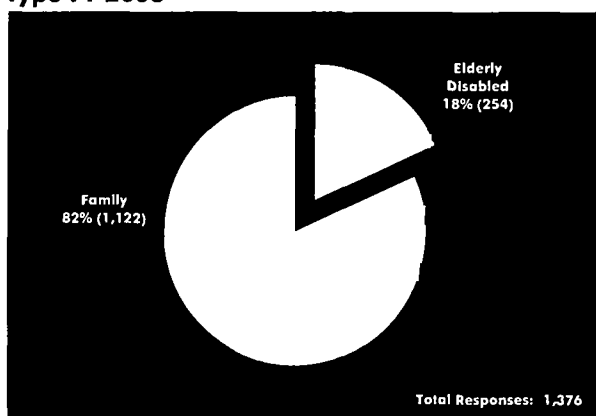
Residents are instructed to call both the Providence Police and the Public Housing Unit in order to ensure a more timely response to the call.

Table 1. Total Police Responses FY 2003

Development	July 2002	August 2002	September 2002	October 2002	November 2002	December 2002	January 2003	February 2003	March 2003	April 2003	May 2003	June 2003	Total	Percent
Chad/Ad/Sun	38	25	29	29	19	30	35	22	23	29	35	29	343	25%
Hartford Park	21	35	32	23	22	39	34	41	31	32	37	50	397	29%
Manton Heights	28	14	16	11	11	19	25	6	15	15	33	17	210	15%
Roger Williams	9	6	2	11	3	2	10	9	12	2	5	2	73	5%
Codding Court	8	2	7	6	5	8	11	7	5	3	10	3	75	5.5%
Scattered Sites	2	1	2	3	1	1	4	0	0	6	2	2	24	2%
Subtotal	106	83	88	83	61	99	119	85	86	87	122	103	1,122	81.5%
Dexter Manor I/II	8	5	8	10	2	10	11	6	7	13	5	9	94	7%
Parenti Villa	10	7	9	4	7	8	6	11	4	6	5	2	79	6%
Kilmartin Plaza	3	4	0	1	2	3	8	1	3	1	4	3	33	2%
Dominica Manor	1	0	3	2	0	0	1	0	1	1	0	5	14	1%
Carroll Tower	4	3	4	2	0	1	4	4	4	3	2	3	34	2%
Subtotal	26	19	24	19	11	22	30	22	19	24	16	22	254	18.5%
Overall Total	132	102	112	57	72	121	149	107	105	101	138	125	1,376	100.0%

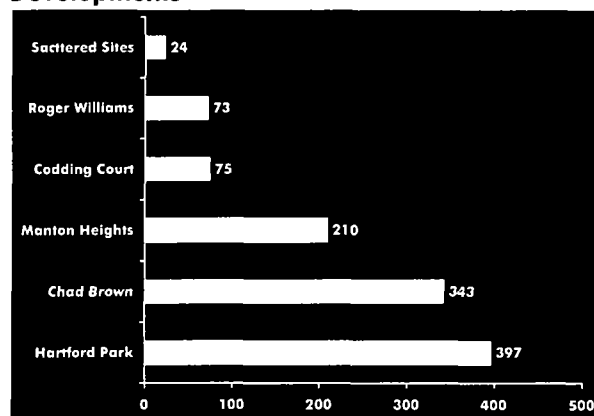
In FY 2003 there were 1,376 police responses for all PHA developments. This represents a 13.1% decrease in police responses from FY 2002. Family developments accounted for 1,122 (81.5%) of the police responses in FY 2003 and elderly/disabled developments accounted for 254 (18.5%) of the police responses. The family developments experienced a decrease of 15.4% in police responses since last year, while elderly/disabled developments experienced an increase of 1.2% since FY 2002.

Figure 2. Total Police Responses by Development Type FY 2003



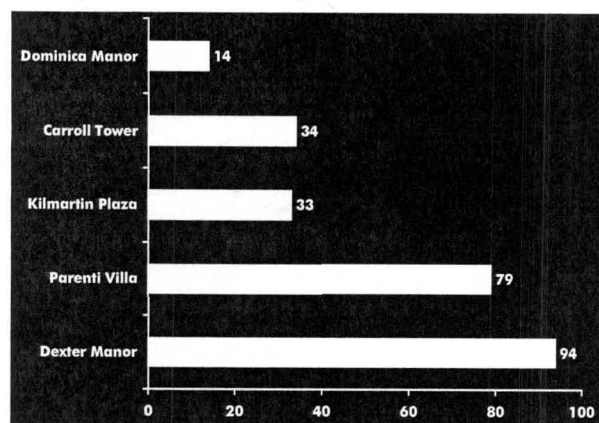
Hartford Park had the largest portion of police responses for the family developments accounting for 35.4% (397) of the total police responses at the family developments. Chad Brown/Admiral Terrace had 30.6% (343), Manton Heights had 18.7% (210), Codding Court had 6.7% (75), Roger Williams had 6.5% (73) and scattered-site locations had 2.1% (24) of the total police responses at family developments.

Figure 3. Total Police Responses at Family Developments



Dexter Manor accounted for 37.0% (94), the largest number of police responses for the elderly/disabled developments. Parenti Villa accounted for 31.1% (79), Carroll Tower accounted for 13.4% (34), Kilmartin Plaza accounted for 13.0% (33), and Dominica Manor accounted for 5.5% (14) of the total police responses at elderly/disabled developments.

Figure 4. Total Police Responses at Elderly/Disabled Developments



PART I ARRESTS

Part I offenses include murder, rape, robbery, breaking & entering, larceny, motor vehicle theft and assault. Part I arrests have decreased by 35.3% since FY 2002. Although there were no arrests made for murder or rape by the PHU, there was one arrests for robbery, eight for assault, none for B&E, five for larceny and eight for motor vehicle theft.



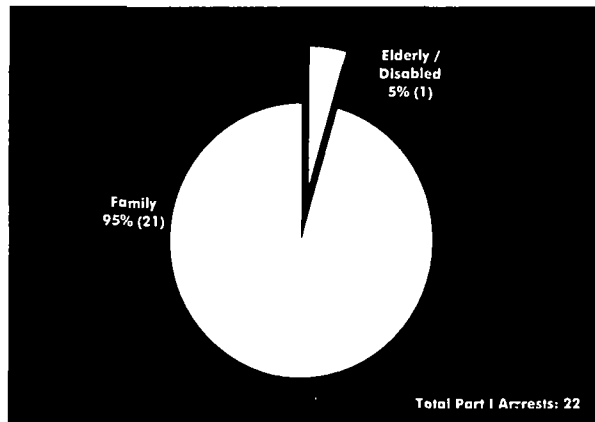
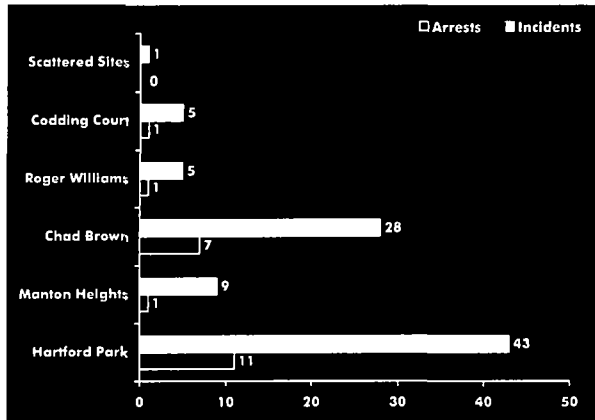
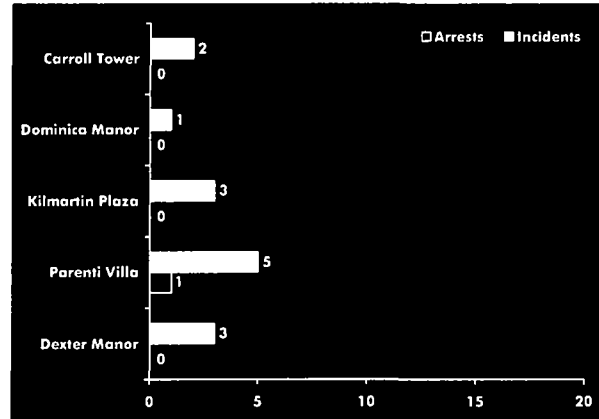
Security camera monitors located at the Public Housing Unit Sub-station

Table 2. Part I Arrests FY 2003

Development	July 2002	August 2002	September 2002	October 2002	November 2002	December 2002	January 2003	February 2003	March 2003	April 2003	May 2003	June 2003	Total	Percent
Hartford Park	3	1	0	2	0	0	0	0	1	0	1	3	11	50.0%
Manton Heights	0	0	0	0	0	0	0	1	0	0	0	0	1	4.5%
Chad/Ad/Sun	2	0	0	0	0	0	0	0	1	0	0	0	4	32.0%
Roger Williams	0	0	0	0	0	0	0	1	0	0	0	0	1	4.5%
Codding Court	0	0	0	0	0	0	0	0	0	0	1	0	1	4.5%
Scattered Sites	0	0	0	0	0	0	0	0	0	0	0	0	0	0%
Subtotal	5	1	0	2	0	0	0	2	2	0	2	7	21	95.5%
Dexter Manor I/II	0	0	0	0	0	0	0	0	0	0	0	0	0	0%
Parenti Villa	0	0	0	1	0	0	0	0	0	0	0	0	1	4.5%
Kilmartin Plaza	0	0	0	0	0	0	0	0	0	0	0	0	0	0%
Dominica Manor	0	0	0	0	0	0	0	0	0	0	0	0	0	0%
Carroll Tower	0	0	0	0	0	0	0	0	0	0	0	0	0	0%
Subtotal	0	0	0	1	0	0	0	0	0	0	0	0	1	4.5%
Overall Total	5	1	0	3	0	0	0	2	2	0	2	7	22	100%

There were 22 Part I arrests in the Family developments in FY 2003. Of the total 22 arrests at family developments, Hartford Park reported 11 (50.0%) arrests, Chad Brown/Admiral Terrace reported seven (32.0%) arrests and Manton Heights, Roger Williams and Codding Court each reported one

(4.5% each) arrest. There was one (4.5%) Part I arrests recorded in the high-rises that occurring at Parenti Villa

Figure 5. Part I Arrests by Development Type FY 2003**Figure 6. Part I Arrests at Family Developments Versus Incidents FY 2003****Figure 7. Part I Arrests at Elderly / Disabled Developments Versus Incidents FY 2003**

PART II ARRESTS

Part II offenses are serious crimes, yet they are not life threatening to a victim. They include simple assault, stolen property, malicious mischief, weapons violations, prostitution/vice, other sex offenses, narcotics, gambling, family & children, DUI, liquor violation, disorderly conduct and other offenses. Overall, Part II arrests decreased by 34.3% from FY 2002. Each of the crimes in this category also decreased. Simple assault decreased 25%, malicious mischief decreased 66%, weapons violations decreased 64%, disorderly conduct decreased 17%, other offenses, mostly consisting of warrant arrests and no drivers' license violations, decreased 24%. Narcotics violations decreased 68%. The decrease in arrests for the Part II offenses is due to the lack of sufficient staffing in the PHU for this fiscal year period.

Table 3. Part II Arrests FY 2003

Development	July 2002	August 2002	September 2002	October 2002	November 2002	December 2002	January 2003	February 2003	March 2003	April 2003	May 2003	June 2003	Total	Percent
Hartford Park	6	2	2	4	9	0	3	4	6	1	3	8	48	23.7%
Manton Heights	1	5	3	3	3	0	0	0	0	1	2	2	20	9.9%
Chad/Ad/Sun	17	15	4	4	3	2	4	4	3	5	8	21	90	44.5%
Roger Williams	0	1	0	0	0	0	0	1	2	1	0	2	7	3.5%
Coddling Court	0	0	0	1	2	0	0	0	0	0	0	0	3	1.5%
Scattered Sites	0	0	0	0	0	0	0	0	0	0	0	0	0	0%
Subtotal	24	23	9	12	17	2	7	9	11	8	13	33	168	83.1%
Dexter Manor I/II	2	1	1	0	11	1	0	1	0	2	1	1	21	10.4%
Parenti Villa	1	0	0	4	0	3	0	0	0	0	3	0	11	5.5%
Kilmartin Plaza	0	1	0	0	0	0	0	0	0	0	0	1	2	1.0%
Dominica Manor	0	0	0	0	0	0	0	0	0	0	0	0	0	0%
Carroll Tower	0	0	0	0	0	0	0	0	0	0	0	0	0	0%
Subtotal	3	2	1	4	11	4	0	1	0	2	4	2	34	16.9%
Overall Total	27	25	10	16	28	6	7	10	11	10	17	35	202	100%

Figure 8. Part II Arrests by Development Type FY 2003

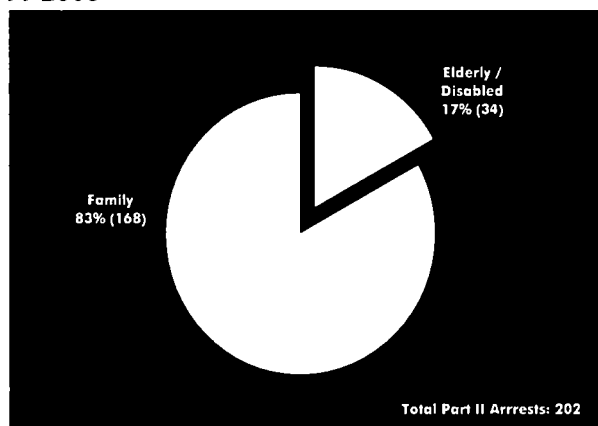
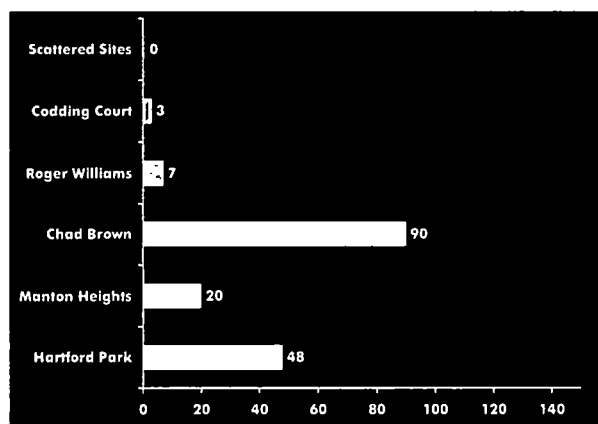


Figure 9. Part II Arrests at Family Developments FY 2003



From FY 2002 to FY 2003, there was a decrease of drug related incidences in most of the family developments. This resulted in an overall 67.9% decrease of narcotics arrests for the fiscal year.

In FY 2003 the number of Part II arrests in the Family Developments decreased 36.8%. There were a total of 168 Part II arrests that accounted for 83.1% of the total Part II arrests in FY 2003 at the family developments. Chad Brown had the highest number of Part II arrests for FY 2002 with 90 (53.6%) arrests. Hartford Park had 48 (28.6%) Part II arrests, Manton Heights had 20 (11.9%) arrests, Coddling Court had three (1.7%) arrests, and Roger Williams had seven (4.2%) arrests. There were no Part II Arrests at Scattered Sites for FY 2003.

Figure 10. Part II Arrests at Elderly / Disabled Developments FY 2003



In FY 2003 the number of Part II arrests decreased in Elderly/Disabled Developments by 26.0% from FY 2002. There were a total of 34 Part II arrests in the Elderly/Disabled developments this past year. Of the elderly / disabled developments, Dexter Manor had the most Part II arrests with 21 (61.7%) arrests, Parenti Villa had 11 (32.4%) arrests, Kilmartin had two (5.9%) arrests. Dominica Manor and Carroll Tower recorded no arrests for FY-2003. Warrant arrests, disorderly conduct, malicious mischief and simple assault arrests were the most common offenses.

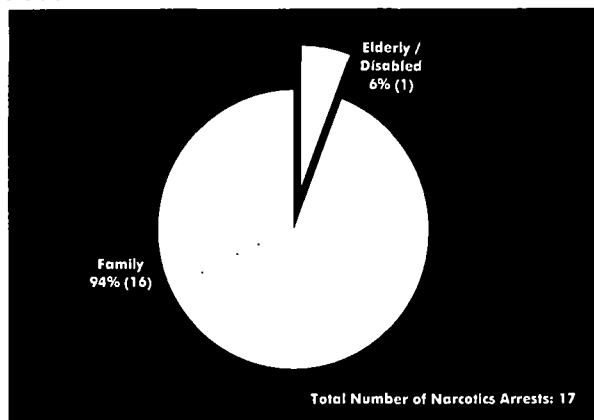
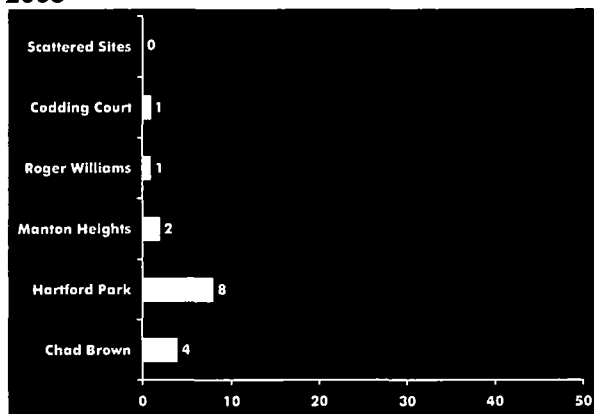
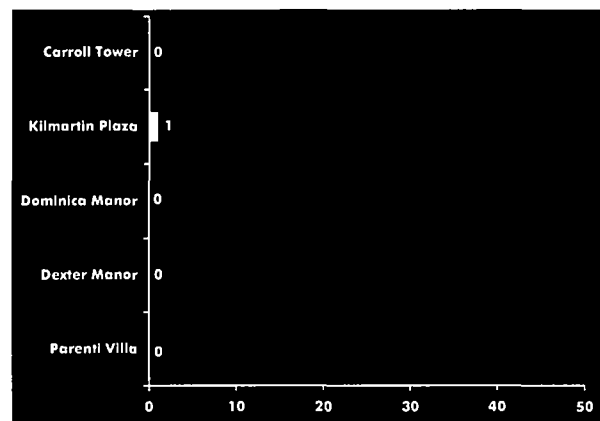
NARCOTICS ARRESTS

From FY 2002 to FY 2003, there was a decrease of drug related incidences in most of the family developments. This resulted in an overall 67.9% decrease of narcotics arrests for the fiscal year. Hartford Park recorded eight arrests resulting in an 11% decrease, Chad Brown recorded four arrests resulting in a 85.1% decrease, Manton recorded 2 arrests resulting in a 60% decrease and Roger Williams only recorded one arrest, the same as FY 2002. Coddling Court recorded one narcotics arrest where none were reported last year and Scattered Sites recorded no narcotic arrests. The high-rises recorded one arrest for narcotics this year. This resulted in a 91% increase from the 11 narcotics arrests made in FY 2002. This arrest took place in Kilmartin Plaza.

Table 4. Narcotics Arrests FY 2003

Development	July 2002	August 2002	September 2002	October 2002	November 2002	December 2002	January 2003	February 2003	March 2003	April 2003	May 2003	June 2003	Total	Percent
Chad/Ad/Sun	0	2	0	1	0	1	0	0	0	0	0	0	4	23.5%
Hartford Park	0	0	0	3	2	0	1	1	0	0	0	1	8	47.0%
Manton Heights	0	0	0	1	1	0	0	0	0	0	0	0	2	11.8%
Roger Williams	0	1	0	0	0	0	0	0	0	0	0	0	1	5.9%
Codding Court	0	0	0	0	1	0	0	0	0	0	0	0	1	5.9%
Scattered Sites	0	0	0	0	0	0	0	0	0	0	0	0	0	0%
Subtotal	0	3	0	5	4	1	1	1	0	0	0	1	16	94.1%
Dexter Manor I/II	0	0	0	0	0	0	0	0	0	0	0	0	0	0%
Parenti Villa	0	0	0	0	0	0	0	0	0	0	0	0	0	0%
Kilmartin Plaza	0	1	0	0	0	0	0	0	0	0	0	0	1	5.9%
Dominica Manor	0	0	0	0	0	0	0	0	0	0	0	0	0	0%
Carroll Tower	0	0	0	0	0	0	0	0	0	0	0	0	0	0%
Subtotal	0	1	0	0	0	0	0	0	0	0	0	0	1	5.9%
Overall Total	0	4	0	5	4	1	1	1	0	0	0	1	17	100%

Of the total, the family developments had 16 (94.1%) narcotics arrests. The elderly/disabled developments had one (5.9%) narcotic arrest in FY 2003.

Figure 11. Narcotics by Development Type FY 2003**Figure 12. Narcotics at Family Developments FY 2003****Figure 13. Narcotics at Elderly / Disabled Developments FY 2003**

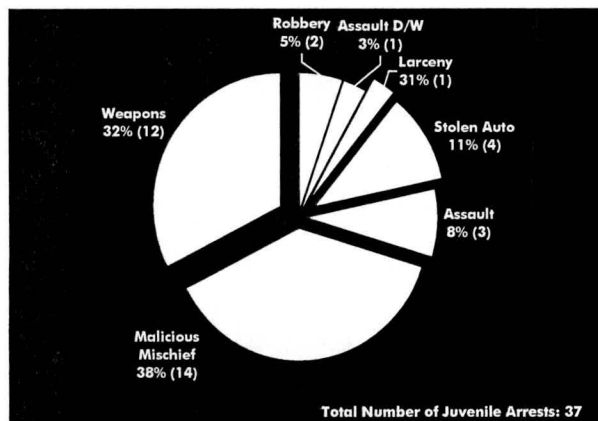
JUVENILE ACTIVITY

The following information illustrates juvenile criminal arrests. The data was sorted from the overall database and organized into a separate section showing the juvenile criminal activity. The number of juveniles involved in criminal activity is an important issue for the security of the developments. Of the 22 Part I arrests for FY 2003, four of the offenses were committed by juveniles, which is 18% of the total Part I arrests for this year. Juveniles accounted for 33 Part II Offenses, which is 3% of the Part II total.

Thirty-two juveniles were arrested for 37 criminal offenses in FY 2003. 53% percent or 17 of the juvenile arrestees were non-residents, while 47% or 15 of the arrestees were residents. The most serious

offenses committed by juveniles were Assault With A Deadly Weapon (2), Larceny (1) and Motor Vehicle Theft (1).

Figure 14. Juvenile Arrests by Type of Offense FY 2003



Note: The category "Other" includes Warrant and No License Arrests.

There were no juveniles arrested for narcotics offenses in FY 2003. Of the Part II type offenses, disorderly conduct resulted in the most arrests (14) Warrant and All Other Offenses (12); Simple Assault (4) and Malicious Mischief (3). Of the 32 juveniles apprehended 30 (94%) were male while two (6%) were female.

A time study was completed for the juvenile arrest activity. Thirty-one (96.8%) of the juveniles were taken in between the hours of 14:00 and 00:59 hrs.

Juvenile arrest activity decreased 44.8% from the FY-2002 total of 58 Juveniles apprehended. The primary reason for this decrease is due to the lack of sufficient staffing of the PHU for this time period.

SECURITY WORK ORDER AND DISPERSAL REPORT

Security Work Orders

In the past years the security work order system tracked work orders classified as security on the PHA's mainframe computer at the central security/maintenance dispatcher's office located at 335 Hartford Avenue. 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. As of March of 2002, the security monitors have the responsibility of compiling security work order information. This system is in operation 24 hours a day. There are four codes of security work orders:

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

There were a total of 1,586 security work orders for FY 2003. A Code #1 is recorded only if a fire/rescue vehicle responds to an emergency or medical situation and the resident is transported from the development. There were 233 Code #1 work orders in the family developments and 322 in the elderly/disabled developments for a total of 555 Code #1 work orders. There were 29 Code #2 work orders for the family developments and 143 for the elderly disabled developments for a total of 172 Code #2 work orders. Code #2 work orders are building or grounds security violations such as open exit or emergency doors, especially incidents captured on the PHA security camera and alarm system. A Code #3 work order requires the presence of a uniformed police officer and is usually of a serious nature including criminal acts such as assault, breaking and entering, and larceny. There were a total of 397 Code #3 work orders in the family developments for FY 2003 and 145 in the elderly/disabled developments for a total of 542 Code #3 work orders. Code #4 work orders are recorded when a civil situation occurs such as a resident complaint or disturbance. There were 27 Code #4 work orders in the family developments and 290 at the elderly/disabled developments for a total of 900.



PHU security officers held hot dog roasts at all of the PHA family developments

Table 5. Total Security Work Orders FY 2003

Development	Code #1 (Fire/Rescue)	Code #2 (Building)	Code #3 (Criminal)	Code #4 (Civil)	Total Security Work Orders	Percent
Hartford Park	140	26	161	23	350	22.1%
Manton Heights	38	0	120	1	159	10.0%
Chad/Ad	42	3	76	1	122	7.7%
Roger Williams	2	0	14	1	17	1.1%
Codding Court	7	0	12	0	19	1.2%
Scattered Sites	4	0	14	1	19	1.2%
Subtotal	233	29	397	27	686	43.3%
Dexter Manor I&II	119	82	62	162	425	26.8%
Parenti Villa	81	16	38	40	175	11.0%
Kilmartin Plaza	22	12	22	28	84	5.3%
Dominica Manor	34	16	9	23	82	5.2%
Carroll Tower	66	17	14	37	134	8.4%
Subtotal	322	143	145	290	900	56.7%
Total	555	172	542	317	1,586	100%

In a breakdown of all the developments, the family developments accounted for a total of 686 security work orders. Of this total, Hartford Park had 22.1%, Chad Brown had 7.7%, Manton Heights had 10.0%, Codding Court had 1.2% percent and Roger Williams had 1.1%. In addition Scattered Sites had 1.2%. Hartford Park had the most criminal work orders (Code #3) with 23 (85.2%) of the total at family developments and 60% of the total family fire/rescue work orders (Code #1).

Of the 900 security work orders at the elderly/disabled developments, 47.2% were from Dexter Manor. Parenti Villa had 19.4% of the total, Kilmartin Plaza had 9.3%, Carroll Tower had 14.9% and Dominica Manor had 9.2% of the total elderly/disabled work orders. Elderly/Disabled developments had 58% of the total number of Code #1 work orders. The figures are reasonable considering the elderly and disabled individuals, who need frequent medical attention.

Code #3 Work Orders: Criminal

There were a total of 542 criminal work orders in FY 2003. Of the 542 work orders, 73.2% were from the family developments and 26.7% originated were from the elderly/disabled developments. Thirty-four percent of the security work orders were from Code #3 work orders, while 73.2% of the total number of security work orders were generated from family development criminal work orders. Twenty-six point seven of the elderly/disabled security work orders came from Code #3 work orders.

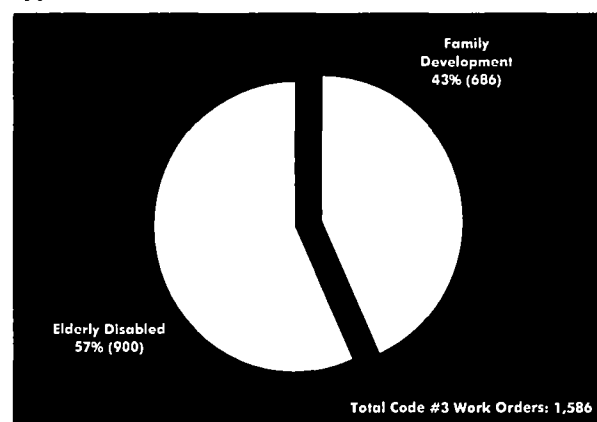
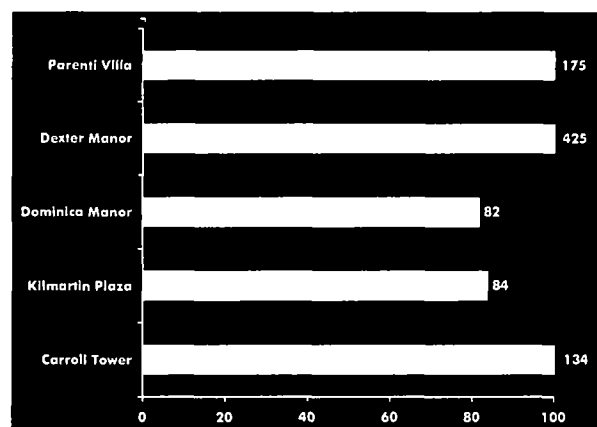
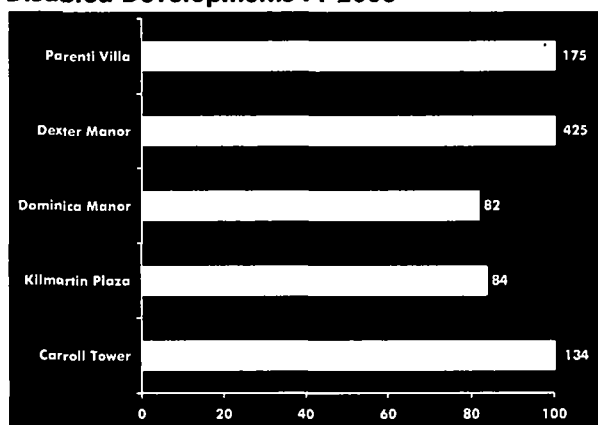
Figure 15. Code #3 Work Orders by Development Type FY 2003**Figure 16. Code #3 Work Orders at Family Developments FY 2003**

Figure 17. Code #3 Work Orders at Elderly / Disabled Developments FY 2003**Dispersals**

Dispersals are performed as an effort to discourage loiterers from carrying out criminal activity. During dispersals, a patrol car pulls up to a crowded street corner and an officer carries out an order to disperse a suspicious group of people loitering on the corner. Potential criminal activities are avoided this way. In FY 2003 there were a total of 346 dispersals in the PHA development resulting in an increase of 27.4% over the 251 total for FY 2002.

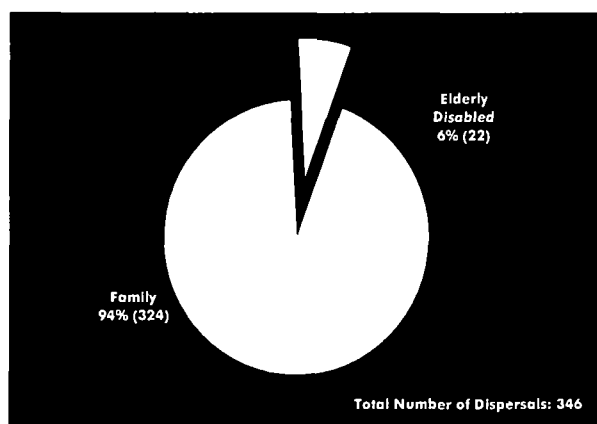
Table 6. Dispersals FY 2003

Development	July 2002	August 2002	September 2002	October 2002	November 2002	December 2002	January 2003	February 2003	March 2003	April 2003	May 2003	June 2003	Total	Percent
Hartford Park	8	7	1	2	4	4	5	3	5	3	10	9	61	17.6%
Manton Heights	1	1	0	2	3	4	2	0	1	1	11	5	31	9.0%
Chad/Ad/Sun	11	13	9	17	15	16	16	9	25	18	14	25	188	54.3%
Roger Williams	0	1	0	4	1	0	7	6	4	5	7	0	35	10.1%
Codding Court	2	1	1	1	0	0	1	1	0	0	0	0	7	2.0%
Scattered Sites	0	0	0	0	0	0	1	0	0	0	0	1	2	0.6%
Subtotal	22	23	11	26	23	24	32	19	35	27	42	40	324	93.6%
Dexter Manor I/II	1	1	1	0	0	0	1	0	3	2	0	2	11	3.2%
Parenti Villa	1	1	0	1	0	1	0	0	0	0	3	0	7	2.0%
Killmartin Plaza	1	0	0	0	0	0	1	0	0	1	0	1	4	1.2%
Dominica Manor	0	0	0	0	0	0	0	0	0	0	0	0	0	0%
Carroll Tower	0	0	0	0	0	0	0	0	0	0	0	0	0	0%
Subtotal	3	2	1	1	0	1	2	0	3	3	3	3	22	6.4%
Overall Total	25	25	12	27	23	25	34	19	38	30	45	43	346	100%

During dispersals, a patrol car pulls up to a crowded street corner and an officer carries out an order to disperse a suspicious group of people loitering on the corner. Potential criminal activities are avoided this way.

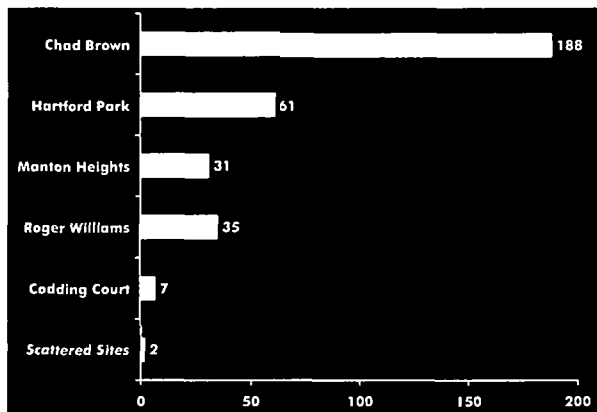
The most number of dispersals took place in May than of any months in FY 2003, while September had the fewest number of dispersals for the fiscal year. There were a total of 251 dispersals in FY 2002, which means there was a 27.4% increase in dispersals this year.

Figure 18. Dispersals by Development Type FY 2003



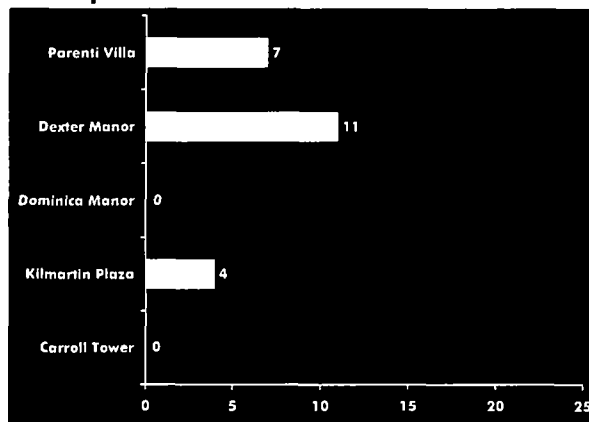
Of 346 dispersals, 324 (93.6%) took place in the family developments. Chad Brown had 188 (54.3%) of the total number of family development dispersals, followed by Hartford, which accounted for 61 (17.6%), Manton Heights, which accounted for 31 (9.0%), Codding Court, which accounted for 7 (2.0%) and Roger Williams, which accounted for 35 (10.1%). Scattered Sites recorded two (0.6%) dispersals.

Figure 19. Dispersals at Family Developments FY 2003



The elderly/disabled developments accounted for 22 (6.4%) of the total number of dispersals. Dexter Manor had 11 (3.2%), Kilmartin had 4 (1.2%), Parenti Villa had 7 (2.0%), Carroll Tower and Dominica Manor recorded no dispersals.

Figure 20. Dispersals at Elderly/Disabled Developments FY 2003



SUMMARY OF CRIME/SECURITY DATA FY 1993 – FY 2003

Table 7. Public Housing Unit Arrest and Activity Report FY 1993 – FY 2003

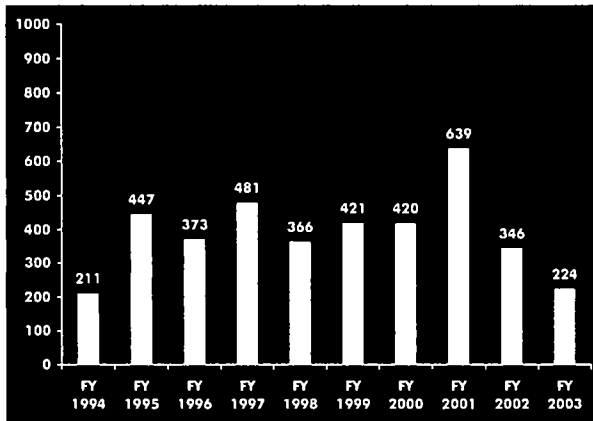
Year	Arrests	Radio Calls	Dispersals	Narcotic Arrests
1994	211	588	815	61
1995	447	934	1,135	88
1996	373	1,138	656	43
1997	481	1,070	321	125
1998	366	1,872	557	90
1999	421	1,304	345	81
2000	420	1,430	303	91
2001	639	1,699	425	70
2002	346	1,584	251	53
2003	224	1,373	346	17
Totals	3,928	12,992	5,154	719

Comparison of Arrests FY 1994 – FY 2003

Over the 10-year period, the PHU made 3,928 arrests. Arrests over the 10-year period remained stable, except for FY 2001 when there was a substantial increase in the number of arrests. 2003 had the second lowest arrest total for the 10-year period, this primarily due to

the lack of sufficient staffing of the PHU for this period. The 10-year average for arrests was 393 with five years greater than the average and five years less than the average. The high year was FY 2002 with 639 and the low year was FY 1994 with 211 arrests.

Figure 21. Arrests FY 1994 – FY 2003



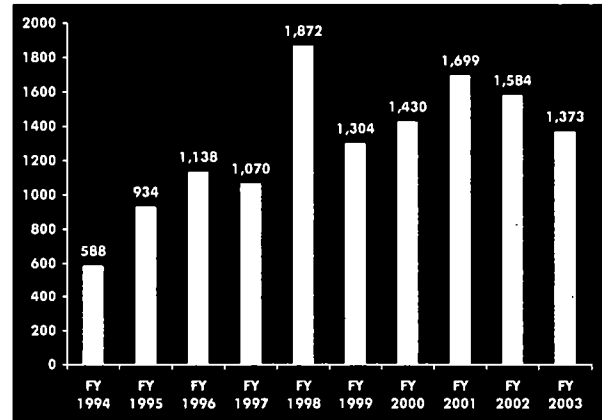
Comparison of Radio Calls FY 1994 – FY 2003

Radio call increases or decreases were mostly influenced by the occupancy rate of the PHA developments and the manpower situation of the PHU. When the PHA developments were at full occupancy the radio call rate increased and also from FY-1995 to the present the residents were encouraged to call the police to report any suspicious activity. In addition all new residents attending the PHA living skills presentation are introduced to a PHU officer and are also encouraged to call the police to report crime or suspicious activity. The manpower available to the PHU is another determining factor that influences the radio call rate. When the PHU is staffed by the authorized compliment of one sergeant and six patrol officers the radio call rate increased due to a PHU officer being available to respond to the PHA development calls. When the PHU staff is reduced the officers are less available and the radio calls for the PHA developments are dispatched by the PPD to the regular police district cars. These calls were not tracked by the PHA from 1994 to 2002. In 2003 the PHA Security Monitors were given the task of recording all radio calls not responded to by the PHU officers. The monitors track the calls by monitoring a police/fire scanner located at their work-station and by reviewing the police department GUI. These "other" police and fire responses are listed in the security work order section.

Over the 10-year period, the PHU responded to 12,992 radio calls for assistance. Radio calls fluctuated

throughout the 10-year period from a high of 1,872 in 1998 to a low of 588 in 1994. The 10-year average was 1,299 with six years with calls more than the average and four years below the average.

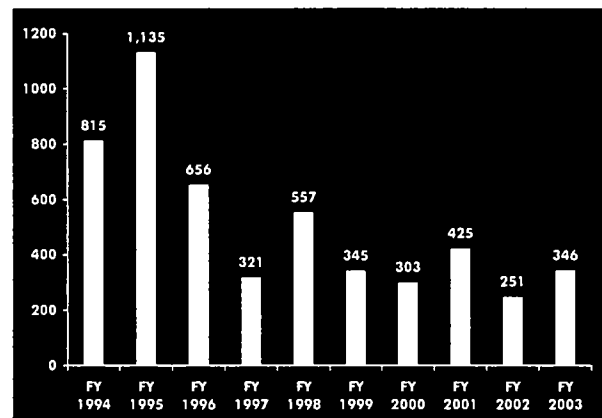
Figure 22. Radio Calls FY 1994 – FY 2003



Comparison of Dispersals FY 1994 – FY 2003

Over the ten-year period, the PHU conducted 5,154 dispersals at PHA properties. The annual average was 515 with four years above the average and seven years below the average. The year with the greatest number of dispersals was FY 1995 with 1,135 and the low year was FY 2002 with 251.

Figure 23. Dispersals FY 1994 – FY 2003



Comparison of Narcotic Arrests FY 1994 – FY 2003

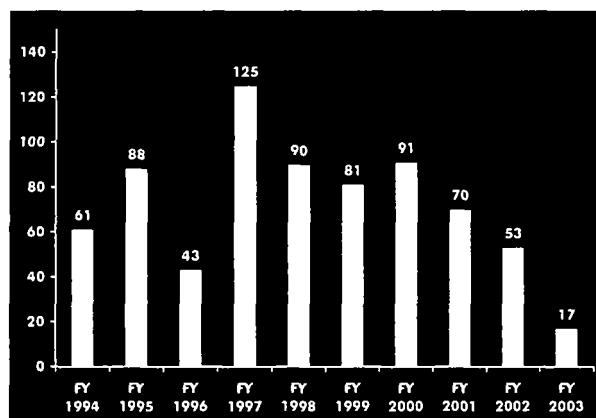
For the past 10 years, the PHU has focused, as much as practicable, on the problem of the sale and use of drugs in the developments and the crimes associated with the drug problem. It is known that the drug problem has been a major contributor to the overall crime rate in public housing.

The increase in narcotics arrests were primarily a result of the narcotics investigators assigned to the PHU and

the "Zero Tolerance" operations which mostly focused on the drug problem. The decreases in narcotics arrests are primarily attributed to the result of the "Zero Tolerance" operations, which tended to "quiet down" a targeted hot spot for a period of time and naturally the staffing of the PHU. In addition the efforts over the years of the PHU has hampered and reduced street level drug operations. The drug transactions are not as open as in the past and this makes detection and arrest more difficult. Street level drug dealing can be addressed by uniformed officers, such as the PHU officers however when the drug transactions are conducted indoors and out of view of the uniformed officers this becomes a problem that can only be investigated and addressed by the Narcotics Division officers. For FY 2003 there were no narcotic officers assigned to the PHU.

Over the ten-year period, the PHU made 719 narcotics arrests at PHA developments. The ten-year average was 72 with a high of 125 in 1997 and a low of 17 this past year, FY 2003. The lack of staffing of the PHU can be mostly attributed to this drastic reduction on narcotics arrests. In effect the staffing situation placed the PHU in more of a responsive mode of operation as opposed to their customary responsive and investigative mode of operation.

**Figure 24. Narcotic Arrests
FY 1994 – FY 2003**



As the ten-year comparisons indicate, the reduction in the staffing level of the PHU for FY 2003 seriously hampered the effectiveness of the PHU in addressing the problem of crime in the PHA developments. For this entire fiscal year period numerous requests were submitted to the police administration to resolve the staffing situation and replace the vacancies in the PHU. In June of 2003 the police department, under the command of Colonel Dean Esserman, instituted a redistricting plan for the city. This plan divided the

city into nine separate police districts as opposed to the previous four districts. Each district is under the immediate command of a police lieutenant. The PHA family developments are located in four of the nine districts. The police department has assigned two officers to each of the four districts, which include PHA family developments with the specific duty of addressing the policing needs in those developments. As of this writing this plan is still being modified as problems are identified. On the up side the PHU now have eight officers assigned to patrol the PHA family developments as opposed to the four officers available for most of FY 2003. If this staffing level remains in effect it is predicted that for FY 2004 all of the PHU activity will increase dramatically.



A Cradle to Crayons participant at Hartford Park

Department of Resident Services

children to ensure safety and keep the children focused on clearly defined activities.

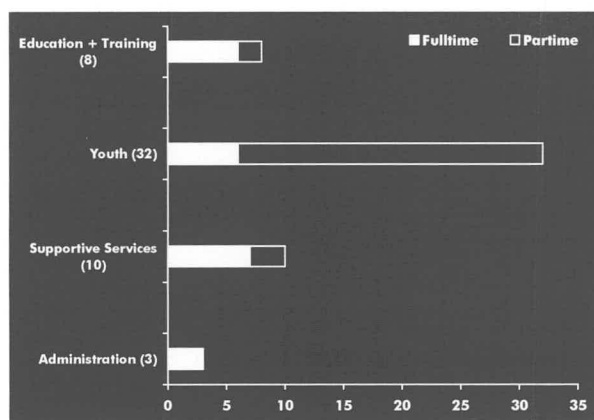
In the summer months, the presence of these part timers allows us to take advantage of program opportunities throughout the city and state by transporting smaller groups of children to different activities and providing responsible adult supervision. Even allowing for significant operating budget support for the program starting in September 2003, we will be forced to compensate for the elimination of HUD's Public Housing Drug Elimination Program by reducing the number of part time staff and, therefore, the number of children served.

DIRECTOR'S SUMMARY

In all, over 2,000 public housing residents and applicants took advantage of the variety of non-housing educational, recreational and medical support services we offer. As articulated in our mission statement, the PHA is obliged "...to address the economic and social needs of residents." We do this through our work in three department divisions: Education and Training, Youth Programs, and Supportive Services. Between July 2002 and June 2003, the Department of Resident Services comprised 22 full time and 31 part-time positions, distributed among the three divisions as described below.

Breakdown of Department Staffing

Figure 1: Breakdown of Staffing



The reliance on part time staff in the Youth Services Division is what allows us to serve over 300 public housing children ages 6-17 annually. Program Assistants, Activities Assistants, and Computer Lab Assistants provide a small enough ratio of adults to



Department of Resident Services Management Staff (sitting l to r): Marcia Sullivan, Director; Sorrel Devine, Associate Director; Angie Tavares, Clerk Typist. Division Managers (standing l to r): Therese Strik, Education and Training; Judy Walker, Youth Programs; Fred Sneesby, Supportive Services. Also, Linda Poole, Finance and Accounting, who assists with grant accounts

Reports detailing the participation rates, outcomes and special initiatives in each of the service divisions follow this introduction. We do wish to highlight the following achievements:

Highrise Assessment and Service Plan Initiative

A total of 1,044 highrise residents met one-on-one with social service staff to complete comprehensive individual needs assessments and responsive individual

service plans. This project has been two years in development and has required the staff of the Division to adopt a more proactive approach to service delivery. In addition to tightening the social service safety net, we now have more reliable data describing the level of specific needs among our highrise residents. A summary of the needs identified is included in the Supportive Services section of this report.

This initiative was selected for a 2003 National Association of Housing and Redevelopment Officials (NAHRO) Award of Merit.

More Partnerships, (including a Summer Sailing Program)

Also selected for a NAHRO Award of Merit (and a finalist for the association's 2003 National Award of Excellence) was our program to introduce public housing youth to sailing on Narragansett Bay in the summer of 2002. We are able to offer this program in collaboration with Community Boating. Summer Sailing resumed for a second year in July 2003.

Table 1. Unduplicated Count of Residents Served

Program	Unduplicated Residents Served July 2002 to June 2003
EDUCATION/TRAINING TOTAL	368
FSS	201
GED and ESL	81
WOW	5
Other Adult Ed/Train	81
YOUTH TOTAL	374
After School and Summer Programs	374
SUPPORT SERVICES TOTAL	1,429
PCL Classes	286
Housekeeping	119
General Social Service / RSC contacts	1,093
Department Total	2,171

Career Day

During the April school vacation week, 12 PHA teens job shadowed with 8 staff volunteers, seeing for themselves what it takes to be an auto mechanic, a computer technician, a police officer, a teacher, an administrator ...and even an executive director.

Expansion of Adult Education and Training Services

Our new E/T Manager came to the PHA in November, bringing an infusion of energy and ideas. We now sponsor a job club for FSS participants who need new employment placements, parenting education workshops through the Parent Education Network, and we have expanded our multi-lingual service provision by adding GED and computer instruction in Spanish.

Next Year

Funding, of course, remains a serious concern and an important part of the work of the department's central administration. The last of our Public Housing Drug Elimination Program funds will be expended by the end of Summer 2003. The Authority has committed operating budget support for a smaller youth program starting in October 2003, but we have not identified a replacement for the over \$700,000 annual grant PHIDEP afforded the program. In the interest of continuing to provide much needed youth services, we have focused on building relationships with other providers in the community. In all three Divisions, in fact, we are paying more and more attention to improving service for public housing residents by bringing what is available in the community into our buildings. Over and over again we find that if we are able to provide either overhead in the form of office space and basic telephone service or transportation to off site programs, our residents can access quality services. Currently, our partnerships include:

PROGRAM PARTNERS

Active Partners from July 2002 to June 2003

BankRi	The Providence Center
Charitable Trust	Sojourner House
Junior League of RI	Family Service, Inc.
RI Dept of Health	Providence College
Brown University	Spectra Temps
Lifespan	Fox Point Boys and Girls Club
RI Dept of Human Services	Providence In-town Churches
Buttonhole Golf	United Way of RI
The March of Dimes	Genesis Center
RI Foundation	Providence Public Library
Ctr. for Non Violence	University Medical Foundation
NetWork RI	Girl Scouts of RI
St. Francis Wellness Center	Providence Recreation Dept.
CHISPA	University of Rhode Island
Parent Support Network	Homeownership of RI
St. Joseph's Hospital	Providence School Dept.
Community Boating Inc.	Women and Infants Hospital
Planned Parenthood of RI	International Institute of RI
The Samaritans	RI Dept. of Education
Episcopal Charities	YMCA/YWCA

Highlighted Partnerships

Each relationship with these 39 funding and service providers is different and evolves over time to best suit resident and agency needs. Highlighted below are descriptions of how we work with just a few of our public and private partners.

★ PICA – PROVIDENCE INTOWN CHURCHES ASSOCIATION

PICA provides a paid staff member and the PHA provides a "hospitality unit" at Dexter Manor. Small, informal, social activities are offered several evenings a week. The PICA staff member also distributes free toiletries and food items. This service has been available at no cost to the PHA or the residents for over 10 years.

★ GIRL SCOUTS OF RHODE ISLAND

This is a relatively new, but very promising, collaboration. Over the past year, GSRI has established three public housing site based troops. Girl Scouting affords a wonderful opportunity to learn and practice the values of honesty, integrity, and service as well as a chance to build the bonds of lifelong friendships.

★ SOJOURNER HOUSE

Counseling staff from Sojourner House, a local domestic violence prevention and response organization, are regular visitors at our Academy Avenue facility. These professionals help both the students and our staff understand the benefits, and the pitfalls, of dealing with a domestic violence situation and assist women who seek their help to get themselves and their children out of unsafe domestic situations.

★ PROVIDENCE COLLEGE

PC has been a quiet but strong partner in our youth program, especially at Chad Brown, for more than 15 years. PC Pals provides a means for these college students to volunteer in our afterschool program. In the fall, a new full year course for Public and Community Service majors will focus completely on the PHA as its public service laboratory.

★ RHODE ISLAND DEPARTMENTS OF EDUCATION AND HEALTH

Both of these state-level departments award funding to the PHA year after year, underwriting existing programs and staff and targeting new initiatives. Both departments provide frequent free or low cost and high quality professional development opportunities for education and social service staff.

★ SAINT JOSEPH'S SCHOOL OF NURSING

Student nurses are regularly assigned to Parenti Villa, where they offer health screenings, referrals, and educational programs at no cost to the PHA.

FUNDRAISING

The Department of Resident Services is unique in that all programming, as well as the majority of full and part-time staff, is paid for with grant funds. Department staff spends a significant amount of time researching and identifying potential funding sources and preparing and submitting proposals for grants to maintain the number and quality of programs and services that PHA residents and their families have come to expect. During FY 2003, the Department submitted 17 grant proposals, soliciting \$1,727,373 in support. Fewer proposals were submitted this year in an effort to target funders with a track record of support for public housing initiatives. A total of \$741,926 was secured and \$875,000 in potential awards is still pending; a significant percentage of that request may be realized. The table following this narrative section details funding sources approached during this fiscal year and records the result of each request.

Youth Programs Division

The search for funding to replace PHDEP (HUD's *Public Housing Drug Elimination Program*), the primary source of support for the Youth Programs Division, continued to be a fundraising priority this year. Major applications to sustain youth programming and on-site staff included submission of a proposal in January 2003 to the Substance Abuse and Mental Health Services Administration (SAMHSA) for a Community Collaboration to Prevent Youth Violence and Promote Youth Development grant and two Resident Opportunities for Self Sufficiency (ROSS) Neighborhood Networks applications – one in July 2002 and another in May 2003. Funding for the first ROSS proposal was awarded in the fall; the second ROSS application and the SAMHSA proposal are still in review. In addition, a ROSS Resident Services Delivery Model (RSDM) – Family application to support youth and family self-sufficiency activities was submitted in June 2003; award announcements are anticipated in the fall.

Education and Training Division

Funding for a ROSS RSDM-Family grant application submitted last spring was awarded in the fall of this fiscal year and funding for our Section 8 FSS Coordinator grant was reissued. In addition, a new ROSS Homeownership Supportive Services application was submitted in June 2003. If awarded,

funds from this grant will allow the ET Division to further expand the Section 8 Homeowners Program. Two grants from the Rhode Island Department of Education (RIDE) – Adult Education and English Literacy/Civics Education – received renewed funding this year. A new Adult Education/Family Literacy proposal was successfully submitted to RIDE as part of the “No Child Left Behind” Competitive Grant Opportunities For Federal Education Funds initiative. These funds will support an education program for parents of third grade Youth Program participants to begin this fall.

Supportive Services Division

The Supportive Services Division, which provides health education and social services to elderly and disabled adults as well as adults living in the family developments, received funding from a HUD Service Coordinator Program grant submitted last year. Service Coordinator funding was not included in the

most recent HUD Super NOFA, but notification of funding availability is expected later this summer. Service Coordinator grants are the primary source of support for Division staff. The Supportive Services Division received an award from the March of Dimes to support prenatal health outreach services; grants from the Rhode Island Department of Youth, Children and Families (DCYF), for counseling and crisis intervention, and from the Rhode Island Department of Health (DOH), for minority health promotion activities, were both renewed this year. Finally, a major Public Housing Primary Care Program application to the U.S. Department of Health and Human Services’ Bureau of Primary Health Care (BPHC), developed last year in collaboration with Providence Community Health Centers, was resubmitted this year and is in review.

Table 2. Fundraising Activity Fiscal Year 2003

Funding Source	Division and Program/Activity	Amount Requested	Amount Awarded
Department of Children Youth & Families	Counseling & Crisis Intervention	\$25,000	\$25,000
Rhode Island Department of Health	Health PHASE	\$25,000	\$25,000
Rhode Island Department of Ed.	GED & ESL Programs	\$31,256	\$31,256
Rhode Island Department of Ed	EL/Civics	\$6,200	\$5,312
HUD/ROSS	Neighborhood Networks	\$250,000	\$250,000
HUD	Section 8 FSS	\$55,980	\$55,980
Rhode Island Foundation	Youth Programs	\$24,982	0
HUD/ROSS	Service Coordinators	\$320,878	\$320,878
Brown University	Youth Connections	\$5,000	\$5,000
United Way/Citizens Bank	Youth Programs/	\$12,000	\$4,500
United Way/Citizens Bank	Making it Work	\$120,109	0
U.S. Bureau of Primary Care	Public Housing Primary Care	\$100,000	Pending
J.P. Morgan Chase Foundation	Workforce Development	\$15,000	0
Textron	Youth Programs	\$20,000	0
Women’s Sports Foundation	Girls Sports	\$8,424	0
Substance Abuse and Mental Health Services Administration (SAMHSA)	Youth Violence Prevention	\$150,000	Pending
RI Department of Education	Parent Education Program	\$20,000	\$18,000
RIDE	NCLB Supplemental Provider	\$NA	0
Jr. League of Rhode Island	Youth Programs/ Supplies	\$1,000	\$1,000
HUD/ROSS	Neighborhood Networks	\$100,000	Pending
HUD/ROSS	Resident Service Delivery	\$350,000	Pending
HUD/ROSS	Homeownership	\$175,000	Pending
Total		\$1,727,373	\$741,926*

*\$375,000 pending as of 06/30/03

STAFF DEVELOPMENT

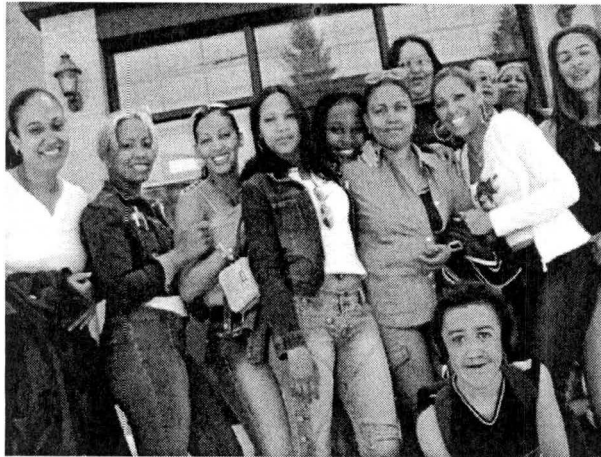
The Department of Resident Services remains committed to the continued education and training of

both full time and part time staff from all three Divisions. Records indicate that staff participated in over 800 hours of training during fiscal year 2003.

Table 3. Staff Development Fiscal Year 2003

Type of Training	Trainer	# Trained	# of Hours
Second Language Development	Jim Cummins, Staff Development Services	1	7
Administrative Theory	University of Rhode Island (URI)	1	45
Non-Profit Workout	Third Sector New England	1	16
AS400 Query and System Training	MIS	3	3
Curriculum in ESL	RIC	1	30
Brief Treatment of Long Term Problems	UConn: Master Therapist Program	1	7
CBT On-line Training	MIS	1	5
Child Maltreatment	RI Child Abuse Prevention Network	3	9
Community Readiness	MHRH Division of Behavioral Health	2	6
Defensive Driving	Beacon Mutual Insurance	2	7
Domestic Violence	Sojourner House	13	22.5
Economic Empowerment:	Women's Institute for Economic Development	2	56
EL/Civics	RIDE Adult Education Commission	1	10
Elimination of Health Disparities	RI DOH	1	6
ESL Staff Development	PHA Staff	2	14
Faith Leaders in Action	National Conference	1	5
Food Safety Managers	RIDE	3	45
Lock Re-Keying	Schlage	7	14
David Balducci	Reading Across Rhode Island	1	3
Microsoft Access	MIS CBT	1	2.5
Microsoft Excel	MIS CBT	3	11.5
Microsoft Outlook	MIS CBT	1	1
Microsoft Word	MIS CBT	10	68.25
Minority Homeownership	HUD New England Regional Office	1	4
Models of Change	The Providence Center	7	14
Motivational Interview	The Providence Center	5	10
Childcare System Devel	NAEYC	1	36
Network 03	RI & Mass Departments of Labor and Training	1	10
On Common Ground	RIDE	2	15
Career Development	RIDLT & Northeastern University	1	6
Performance Evaluation	PHA Human Resource Office	4	6
Power Point	MIS CBT	2	3.5
Personnel Administration	URI	1	45
Public Policy Problems	URI	1	45
RARI Conference	Reading Across RI and PPL	2	9
Read Time/Real Life	RI Department of Labor and Training	2	12
Research in ESL	RIC	1	30
RI Adult Education	RI Chapter: Literacy Volunteers of American	2	16
RIAFSA Conference	RIAFSA	2	14
School Age Curriculum	Child Span/Children's Friend and Service	5	10
Treatment of Anxiety Disorders	UConn: Master Therapist Program	1	7
Supporting Employment	Sherlock Center/RIC	1	36
TANF Implications for RI	The Urban Institute	1	3
United Way Future Focus	United Way of RI	1	3
Violence Prevention	RIDE, RIDOH, RIMHRH	6	42
Youth Performance	Workforce Investment Council	1	6
Youth Service Resources	URI	1	45
Total		114*	814.75

EDUCATION AND TRAINING DIVISION OVERVIEW



Members of the 2003 ESL Class

The Education and Training Division was originally organized as the Department of Special Projects. The Division exists to provide opportunities for adults in public and Section 8 housing to build the academic and employment skills necessary to advance economically and personally.

Table 4. Summary of Utilization of Adult Education and Training Programs

Course	Number of Students	Total Hours
ESL	41	6,585
GED	43	6,711
Introduction to Computers Manton Heights	13	28
Introduction to Computers Chad Brown	5	9
Introduction to Computers Coddling Court	2	3
Introduction to Computers Hartford Park	10	20
Introduction to Computers Academy Avenue	12	72
Office Skills	22	437
Job Club	21	124
Total	169	13,989

Section 8 Homeownership Program

The PHA's new Section 8 Homeownership program falls under the Education and Training program umbrella. This program allows qualified section 8 residents to use their voucher to qualify for and assist

with mortgage payments on single-family homes. To qualify for the program Section 8 residents must:

- Be a Section 8 resident who has completed at least one yearlong lease term.
- Be consistently employed full time for a year before homeownership assistance starts (elderly and disabled individuals are exempt from this requirement)
- Meet the income eligibility requirement of \$10,300 per year (welfare assistance not included unless an elderly or disabled family)
- Have no outstanding debts with the PHA or other Housing Authority
- Not have owned a home in the past three years

Table 5. Section 8 Home Ownership Program

Indicator	Year-to-date
Interviewed	162
Pre-Qualified	117
Referred to Home Ownership Classes	43
Purchase & Sale	4
Closings	1

Overall, the population served in our most staff/expenditure intensive service division reflects the characteristics of our residents, as indicated by the year-end summary following.



Yessys Contreras, a Section 8 Homeowner Program participant purchasing a home

Table 6. Education and Training Division Program Demographics

Program	Caucasian	African American	Hispanic	Native American	Asian
FSS	5%	23%	72%	0%	> 1%
ESL	0%	3%	96%	0%	3%
GED	8%	25%	56%	8%	3%

The Family Self Sufficiency (FSS) Program

Since its inception, the FSS program has aided PHA and Section 8 residents to achieve economic independence through employment. As of June 30th there are 153 residents enrolled, consisting of 133 public housing and 21 Section 8 residents. In addition to the escrow savings account program incentive, public housing participants are eligible to occupy a designated scattered site unit. FSS participants work closely with program case managers to develop five-year plans for moving to work and increasing their earned income. As the 12 month summary of new job placements indicates, the case manager is often the critical link between the job readiness and training function and gainful employment.

Table 7. Summary of FSS Escrow Accounts

Escrow Account Indicator	
Total participants with Escrow	127
Average monthly credit in June 2003	\$210.72
Total amount held in escrow	\$359,738.30

Table 8. Job Placements in the Family Self Sufficiency Program

Type of Employment	# Of Self Sufficiency Program Participants Placed
Manufacturing	28
Healthcare	25
Building maintenance	14
Clerical/Secretarial	13
Education (including daycare)	11
Service Industry	6
Human Services	6
Customer Service	5
Food services	4
Banking/Finance	3
Transportation	2
Criminal Justice	1
Administrative	1
Retail sales	1
Total Placed	120

Terminated FSS Clients:

Over the past year, 45 FSS participants, 26 positive, 19 negative, left the program, seven purchasing homes. The large number of participants (eight) moving out of public housing before completing the program accounts for the larger than usual negative termination rate.

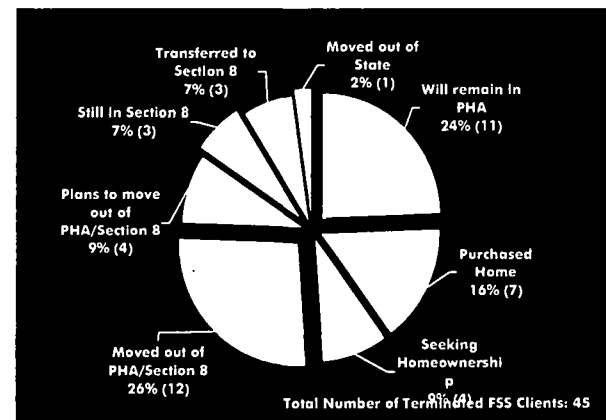
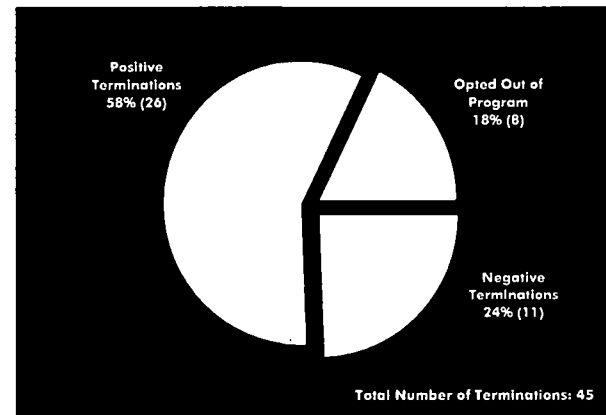
Figure 2. Reasons for FSS Terminations**Figure 3. Outcomes of FSS Terminations**

Table 9. Participant Status FY 2003

Participant's initials	Contract begins	Contract ends	Current Activities: Public Housing and Section 8 FSS participants	Escrow Account	TANF case closed since initial enrollment	TANF monthly reporter	Has not received TANF since contract inception	Case Manager
A.P.	10/1998	10/2003	Home daycare business	✓			✓	RC
Y.C.	11/1998	11/2003	Working f/t facility management	✓			✓	RC
E.F.	01/1999	01/2004	Working f/t in a factory	✓	✓			RC
S.S.	04/1999	04/2004	Working f/t as a case manager	✓	✓			RC
C.G.	04/1999	04/2004	Unemployed /job search	✓		✓		RC
S.P.	02/2000	02/2005	Unemployed/job search			✓		RC
L.&J. E.	03/2000	03/2005	Both working f/t. J. attending ESL classes	✓	✓			RC
J.D.	03/2000	03/2005	Working f/t human services and p/t student	✓			✓	RC
M.C.	04/2000	04/2005	Working p/t nursing home and attends CCRI p/t	✓		✓		RC
C.D.	04/2000	04/2005	Working f/t as a CNA	✓	✓			RC
L.L-P	04/2000	04/2005	Working for f/t human services administration	✓			✓	RC
M.C.	10/2000	10/2005	Working as a teacher assistant	✓		✓		RC
I.G.	10/2000	10/2005	Unemployed/job search	✓	✓			RC
S.P.	10/2000	10/2005	Enrolled in a computer training			✓		RC
H.R.	10/2000	10/2005	Working f/t as a security guard			✓		RC
N.S.	08/2000	08/2005	Enrolled in GED classes			✓		RC
H.C.	09/2000	09/2005	Working p/t as a CNA			✓		RC
J.B.	11/2000	11/2005	Working f/t as a CNA	✓	✓			RC
M.R.	11/2000	11/2005	Working f/t manufacturing and ESL classes	✓	✓			RC
J.C.	12/2000	12/2005	Working ft as a hair stylist	✓		✓		RC
M.A.	02/2001	02/2006	Working p/t as a custodian	✓	✓			RC
J.S.	03/2001	03/2006	Working f/t in retail sales	✓	✓			RC
L.C.	05/2001	05/2006	Working f/t in banking	✓	✓			RC
J.M.	05/2001	05/2006	Working f/t as a bus monitor	✓			✓	RC
B.A.	06/2001	06/2006	Working f/t in human services			✓		RC
H.A.	07/2001	07/2006	Working f/t in manufacturing	✓	✓			RC
K.B.	07/2001	07/2006	Working f/t as a hair stylist			✓		RC
M.R.	07/2001	07/2006	Working f/t in manufacturing	✓	✓			RC
L.T.	07/2001	07/2006	Working f/t medical field	✓	✓			RC
A.E.	08/2001	08/2006	Working f/t manufacturing	✓	✓			RC
L.L.	08/2001	08/2006	Working f/t for PHA, attends CCRI p/t	✓		✓		RC

E.R.	08/2001	08/2006	Enroll in GED classes at the ESC		✓			RC
M.B.	09/2001	09/2006	Working f/t for PHA in FM	✓			✓	RC
C.M.	09/2001	09/2006	Working f/t for PHA in FM	✓		✓		RC
R.P.	09/2001	09/2006	Working f/t		✓			RC
Y.R.	10/2001	10/2006	Unemployed/job search			✓		RC
D.D.	02/2002	02/2007	Working f/t as PC for PHA	✓		✓		RC
G.C.	03/2002	03/2007	Working p/t as an AA for PHA			✓		RC
B.P.	06/2002	06/2007	Unemployed/job search		✓			RC
I.N.	03/2003	03/2008	Working f/t in retail				✓	RC
Y.R.	03/2002	03/2008	Attends Sawyer School				✓	RC
S.N.	04/2003	4/2008	Enrolled ESI. classes at the ESC			✓		RC
S.S.	05/2003	05/2008	Unemployed/job search			✓		RC
A.P.	07/1998	07/2003	Working f/t as nanny in Jamestown, RI	✓			✓	KK
I.M.	11/1998	11/2003	Working f/t food services	✓			✓	KK
L.G.	01/1999	01/2004	Working f/t in an office, p/t at CCRI	✓	✓			KK
M.V.	01/1999	01/2004	Working f/t customer service	✓		✓		KK
Y.H.	02/1999	06/2004	Working f/t human services, pursuing Master's	✓	✓			KK
T.P.	02/1999	02/2004	Working f/t at medical secretary	✓	✓			KK
M.L.	05/1999	05/2004	Working f/t in banking	✓	✓			KK
L.R.	06/1999	06/2004	Working f/t as admin asst., studying p/t at CCRI	✓			✓	KK
M.V.	10/1999	10/2004	Working f/t as home daycare provider	✓			✓	KK
N.N.	11/1999	11/2004	Working f/t in banking	✓	✓			KK
I.O.	12/1999	12/2004	Working f/t for PHA as Clerk Typist	✓	✓			KK
T.F.	04/2000	04/2005	Working p/t as CNA, studying p/t for GED			✓		KK
W.H.	04/2000	04/2005	Seeking full-time employment in legal field	✓			✓	KK
G.J.	04/2000	04/2005	Working f/t as health aide	✓			✓	KK
M.M.	04/2000	04/2005	Seeking full-time employment	✓		✓		KK
M.E.	06/2000	06/2005	Working f/t as a welder	✓			✓	KK
B.&A.D	07/2000	07/2005	B: p/t human services, A: f/t PHA FM	✓	✓			KK
J.A.	08/2000	08/2005	Seeking full-time employment			✓		KK
Z.C.	08/2000	08/2005	Working toward GED at ESC	✓		✓		KK
Y.R.	09/2000	09/2005	Working (temp) p/t as Office Clerk	✓			✓	KK
M.M.	09/2000	09/2005	Seeking f/t employment as CNA	✓		✓		KK
J. C.	10/2000	10/2005	Working f/t as Custodian	✓	✓			KK
Y.G.	10/2000	10/2005	Working f/t as correctional officer	✓	✓			KK
T.P.	10/2000	10/2005	Working p/t as CNA, f/t RN student at CCRI	✓	✓			KK
N.R.	10/2000	10/2005	Working f/t in banking	✓	✓			KK
D.C.	11/2000	11/2005	Working f/t for RIPTA	✓			✓	KK

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M.J.	11/2000	11/2005	Working p/t at a hospital	✓			✓	KK
O.R.	03/2001	03/2006	Working p/t for PHA as Health Aide				✓	KK
K.G.	06/2001	06/2006	Working f/t fast food shift supervisor	✓			✓	KK
D.G.	06/2001	06/2006	Working f/t as CNA	✓	✓			KK
M.H.	07/2001	07/2006	On Family Leave of Absence from f/t CNA job	✓			✓	KK
D.J.	07/2001	07/2006	Working f/t as CNA	✓	✓		✓	KK
L.J.	08/2001	08/2006	Working f/t as CNA	✓	✓			KK
J.C.	09/2001	09/2006	Seeking f/t employment is cosmetology					KK
M.A.	11/2001	11/2006	Working f/t as CNA	✓			✓	KK
L.D.	11/2001	11/2006	Seeking f/t employment in accounting			✓		KK
B.M.	11/2001	11/2006	Working f/t as machine operator	✓			✓	KK
T.C.	02/2002	02/2007	Working f/t as financial advisor at a hospital	✓			✓	KK
V.L.	02/2002	02/2007	Working f/t manufacturing, shift supervisor				✓	KK
T.M.	02/2002	02/2007	Seeking f/t employment in child care field			✓		KK
J.T.	02/2002	02/2007	Working f/t as residential counselor	✓			✓	KK
D.C.	03/2002	03/2007	Seeking f/t employment in human services field	✓		✓		KK
A.A.	04/2002	04/2007	Working f/t as peer mentor/advocate	✓			✓	KK
S.Y.	05/2002	05/2007	Working f/t early childhood education	✓				KK
C.C.	06/2002	06/2007	Working f/t office clerk				✓	KK
M.S.	06/2002	06/2007	Working f/t in customer service			✓		KK
E.S.	07/2002	07/2007	Working f/t as CNA	✓			✓	KK
J.S.	07/2002	07/2007	Studying f/t at CCRI for Associates in Bus. Admin.			✓		KK
E.C.	07/2002	07/2007	Preparing for GED at ESC			✓		KK
E.F.	07/2002	07/2007	Working f/t for PHA in FM	✓			✓	KK
J.R.	02/2003	02/2008	Working p/t for PHA, p/t GED student	✓		✓		KK
C.R.	05/2003	05/2008	Working f/t nurse intern, RN student	✓		✓		KK
M.A.	05/2003	05/2008	Working f/t as Med. Asst.			✓		KK
M.B.	01/1999	01/2004	Working f/t as customer service rep	✓	✓			ES
T.P.	01/1999	01/2004	BS from URI -working f/t as teachers assistant	✓				ES
J.G.	05/1999	05/2004	Working f/t as a housekeeper	✓			✓	ES
H.P.	04/2000	04/2005	Working f/t as CNA	✓	✓		✓	ES
T.R.	05/2001	05/2006	Working f/t as a home daycare provider	✓			✓	ES
C.F.	05/2001	05/2006	Enrolled in ESL classes	✓		✓		ES
Y.Z.	07/2001	07/2006	Working f/t at a hotel	✓	✓			ES
N.G.	09/2001	09/2006	Out of Work, due to daughter's illness	✓		✓		ES
C.L.	09/2001	09/2006	Working f/t in manufacturing	✓	✓			ES
B.M.	12/2001	12/2006	Off for the summer. Enroll in ESL at Genesis Center			✓		ES
P.T.	02/2002	02/2007	Working f/t as a teachers assistant	✓			✓	ES

V.D.	02/2002	02/2007	Working p/t for PHA as an AA			✓		ES
N.A.	03/2002	03/2007	Working f/t in manufacturing	✓		✓		ES
A.P.	04/2002	04/2007	Working f/t as a CNA	✓			✓	ES
W. B.	04/2002	04/2007	Enrolled at Newport School of Cosmetology			✓		ES
I.P.	04/2002	04/2007	Enrolled f/t ESL course with Genesis Center			✓		ES
J.C.	05/2002	05/2007	Working f/t medical field	✓				ES
F.C.	05/2002	05/2007	Working f/t as housekeeper			✓		ES
M.F.	05/2002	05/2007	Out of work on TDI. Maternity leave.	✓	✓			ES
A.G.	05/2003	05/2007	Working f/t as a CNA					
M.C.	06/2002	06/2007	Working f/t in manufacturing	✓				ES
A.F.	06/2002	06/2007	Working f/t through temp agency	✓	✓		✓	ES
R.H.	06/2002	06/2007	Working f/t in manufacturing, ESL at Federal Hill House				✓	ES
E.M.	07/2002	07/2007	Working f/t as CNA	✓			✓	ES
N.T.	07/2002	07/2007	Enrolled at Newport School of Cosmetology					ES
K.M.	08/2002	08/2007	Working p/t as a housekeeper			✓		ES
A.M.	08/2002	08/2007	Working f/t through temp agency	✓		✓		ES
J.R.	10/2002	10/2007	Unemployed. Maternity leave.			✓		ES
R.G.	10/2002	10/2007	Working f/t as an office clerk	✓			✓	ES
J.V.	10/2002	10/2007	Unemployed. Seeking license to become a foster mother	✓				ES
D.C.	10/2002	10/2007	Working f/t in manufacturing				✓	ES
M.P.	01/2003	01/2008	Working two p/t jobs, grocery store and hotel	✓				ES
R.P.	01/2003	01/2008	Working f/t for PHA as a security monitor					ES
P.M.	01/2003	01/2008	Working f/t as a custodian	✓			✓	ES
I.O.	02/2003	02/2008	Working f/t for PHA FM	✓				ES
M.D.	02/2003	02/2008	Working in retail sales			✓		ES
A.J.	03/2003	03/2008	Working f/t as home daycare provider	✓			✓	ES
J.P.	03/2003	03/2008	Working f/t through temp agency	✓			✓	ES
C.S.	04/2003	04/2008	Unemployed/Job Search			✓		ES
K.N.	05/2003	05/2008	Working f/t for RIPTA	✓				ES
Y.M.	05/2003	05/2008	Working p/t hair stylist			✓		ES
M.P.	05/2003	05/2008	Working f/t as a bus monitor	✓	✓			ES
E.C.	05/2003	05/2008	Working f/t in manufacturing	✓				ES
Y.P.	06/2003	06/2008	Working p/t as a hair stylist	✓			✓	ES
R.P.	06/2003	06/2008	Working f/t in retail sales					ES
M.L.	06/2003	06/2008	Working p/t as a housekeeper					ES
E.C.	06/2003	06/2008	Unemployed/Job Search			✓		ES

Adult Education Programs**★ ABE/GED PROGRAM**

This year the Adult Basic Education and GED Program ran Monday through Thursday, 30 hours/week continuously throughout the year, with the exception of a break during the December holidays. This a ten-hour a week increase over previous years, and a gain of several academic weeks for the year. The increase in the hours has resulted in a 16% increase in attendance hours over last year. The program is always fully enrolled with several prospective students on a waiting list. On average, students spend 60 to 65% of class time in the computer lab working on the software which allows each of them to work at their own pace at the appropriate skill level. The remaining class time was divided between:

- Internet/computer/keyboarding lessons
- Offline group math and writing lessons
- One on one tutoring in all subjects as needed
- Job readiness/money management lessons
- Civics/citizenship lessons
- Local community/government awareness
- Class field trips/projects

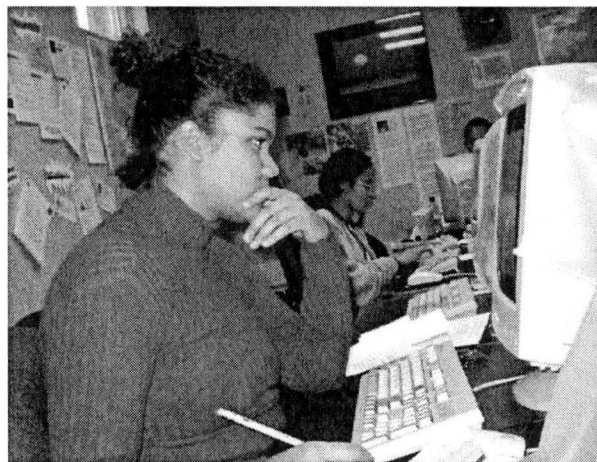


In addition to working with adult learners throughout the year, our GED teacher, Ruth Ragosta, volunteered to head up a summer reading program for teens

**Table 10. ABE/GED Student Progress in Math
FY 2003**

(Measured by Computer Curriculum Corporation Destinations)

Student	Starting Level	Ending Level	Growth in Levels
MA	4	4	0
KA	3	7	4
CA	3	5	2
RB	2	4	2
UC	3	10	7
EC	3	7	4
YE	3	3	0
TF	5	5	0
PG	2	4	2
TH	2	4	2
RJ	3	4	1
MJ	2	4	2
TJ	3	6	3
NK	2	4	2
LL	3	3.5	0.5
IM	2	5	3
HM	4	6	2
NN	3	9	6
CP	7	12	5
JR	3	4	1
BR	3	4	1
JR	3	7	4
AR	2	5	3
ER	4	9	5
TR	2	7	5
LR	3	4	1
WR	4	7	3
RR	6	12	6
FR	3	5	2
NS	5	5	0
RT	3	8	5
MT	1	1.5	0.5
FV	1	4	3
JV	3	8	5
AY	3	4	1
YZ	1	6.5	5.5
Average	3.03	5.77	2.74



A GED student at work at the Academy Avenue facility

**Table 11. ABE/GED Student Progress in Reading
FY 2003**

Student	Starting Level	Ending Level	Growth in Levels
CP	12	12+	0
RT	9	12	3
MJ	8	9	1
HM	8	12	4
ER	6	9	3
KA	6	9	3
JR	6	10	4
FR	6	9	3
YS	5	6	1
CA	3.5	7	3.5
RB	3.5	6	2.5
UC	3.5	12	8.5
EC	3.5	9	5.5
TF	3.5	7	3.5
TH	3.5	6	2.5
RJ	3.5	7	3.5
TJ	3.5	4.5	1
NN	3.5	9	5.5
WR	3.5	8	4.5
NS	3.5	6	2.5
MT	3.5	4	0.5
JV	3.5	8	4.5
YZ	3.5	7	3.5
TR	3	6	3
LL	2	2.5	0.5
IM	2	3.5	1.5
RR	2	12	10
AY	2	2.5	0.5
MA	1.5	2	0.5
KK	1.5	2.5	1
BR	1.5	3	1.5
JR	1.5	3.5	2
PG	1	4	3
AR	1	12	11
LR	1	5.5	4.5
FV	1	4	3
Average	3.78	6.99	3.21

Table 12. GED Test Results

GED Test	Number tests taken	Number tests passed	Number of scores not yet obtained*	Percent passing of scores received
Literature Arts – Reading	10	6	4	100%
Social Studies	5	4	1	100%
Science	5	1	2	33%
Math	1	0	1	NA
Literature Arts – Writing	4	1	1	33%
Total	25	12	9	75%

*Due to a new state policy, we are unable to obtain certain test scores.

★ ENGLISH AS A SECOND LANGUAGE PROGRAM

In FY 2003 the ESL program also served students in a Monday-Thursday 30-hour/week program continuously throughout the year. The increased hours have also led to a 30% increase in hours attended. The program is also fully enrolled with several prospective students on a waiting list.

The second year of the English Language Civics grant from the RI Depart of Education focused on increased awareness of individual rights and responsibilities as citizens and the heritage of our nation. This year's activities culminated in a series of field trips focused on local history. In May students visited the Pequot Museum in Connecticut, where a Native American interpreter treated them to a tour. Students also visited the RI Treasures exhibit that included a dramatic presentation on the life of the black concert singer Sisserita Jones. In June students visited the Newport mansions. A special "Behind the Scenes" tour of the Elms allowed students to compare the lifestyles of the workers of the day with the owners of the mansions.

Table 13. Pre and Post Test (Language Assessment System) Results ESL Program

Student	Reading Pre	Post	Writing Pre	Post	Math Pre	Post	Score Increase
VA	26	*	0	*	26	*	*
AB	40	*	0	*	34	*	*
MC	60	*	24	*	68	*	*
RC	84		55		79		
RC	34	*	0	*	29	*	*
MC	32	42	13	26	36	31	18
GC	76		51		91		
CC	64	84	35	57	75	89	56
AC	44	*	0	*	60	*	*
DE	32		0		33		
RE	50	60	0	46	16	23	63
JE	30		0		13		
MF	42	32	0	26	35	25	6
OF	50		1		59		
DG	50	50	0	55	71	79	63
MG	48	66	15	37	30	47	57
MG	72	94	35	53	58	84	66
LG	78	84	37	42	85	85	11
VG	54	*	15	*	50	*	*
KL	78		37		65		
RM	66		15		87		
SM	72	84	33	42	78	78	21
AM	90		24		84		
MM	90	82	51	64	60	87	32
NM	16	*	0	*	40	*	*
SN	22	16	0		24		
MA	94	92	75	80	83	96	16
MR	50	*	28	*	77	*	*
MR	90	*	53	*	95	*	*
YR	70	*	55	*	93	*	*
LO	64		26		65		
ER	56	70	17	44	79	79	41
ER	48	42	4	31	32	32	21
ES	16	*	0	*	63	*	*
CS	38	*	2	*	40	*	*
TS	28		17		10		
DT	92		62		97		
MV	40	50	0	20	41	62	51
Total	2086	948	780	623	2161	897	522
Average	54.90	63.2	20.53	44.5	56.87	64.07	37.29

*These students were not post-tested because they did not complete a minimum of 50 hours class time.

Office Skills Certificate Program



Office Skills Graduation

One of the most popular classes offered at the Employment Support Center is the Office Skills Certificate Training. Two twelve-week evening courses are offered annually. The curriculum includes lessons in Microsoft Windows and Word, customer service and telephone skills and business writing. The course plan is supplemented by a job search skills component that concentrates on resume development, writing cover letters and the do's and don'ts of job interviewing. Each student participates in a mock job interview.

Introduction to Computers

As part of our commitment to educating the adult residents of the Providence Housing Authority, the Education and Training Division offers on-site Introduction to Computers classes at the four family development community center computer labs. This year classes were conducted in both English and Spanish. The lesson plans include an introduction to the Microsoft Windows operating system, essential computer hardware and Windows vocabulary, basic word processing functions, and plenty of typing practice. The primary aim of this course is to help adult PHA residents "break the ice" with today's computers, which for the inexperienced can be quite intimidating. Many students arrive at class never having used a computer before.

Job Club

In response to the number of Spanish speaking FSS clients experiencing job loss or difficulty finding work due to the economic downturn, a Job Club was formed in the spring. FSS clients and other interested residents met once a week as a group over a twelve-week period with an FSS Coordinator to discuss and respond to the process of job loss. The meetings were organized around the Real Life/Real Times curriculum

and stressed transferring work skills, setting goals, and networking.

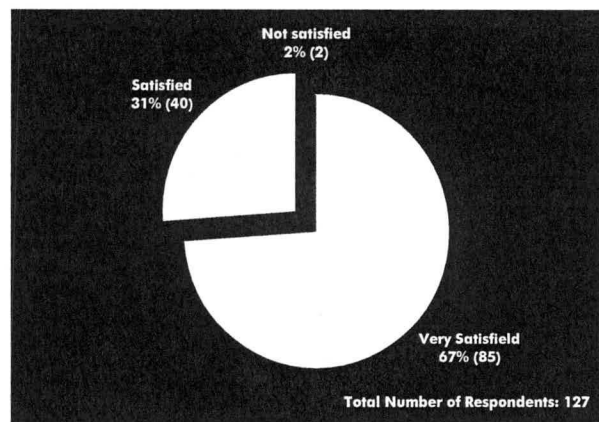
Survey Results

In May 2003, we surveyed FSS participants, GED, and ESL clients to gauge their feelings about the programs that are offered through the Education and Training Division. The survey results are outlined below in further detail.

★ SATISFACTION WITH FSS CASE MANAGER:

The survey instrument revealed that 100% of clients are very satisfied or satisfied with their case manager.

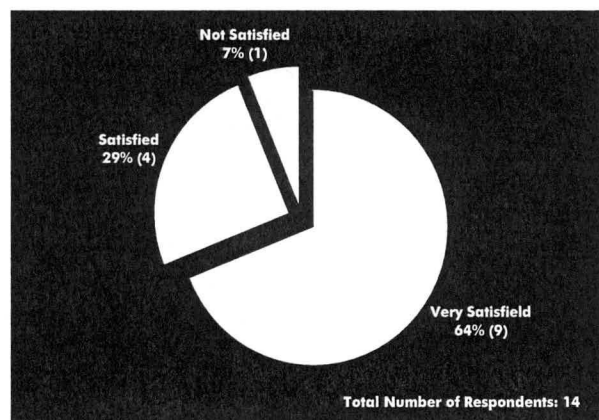
Figure 4. Case Manager Satisfaction



★ SATISFACTION WITH GED PROGRAM:

94% of the GED students were very satisfied or satisfied with the program

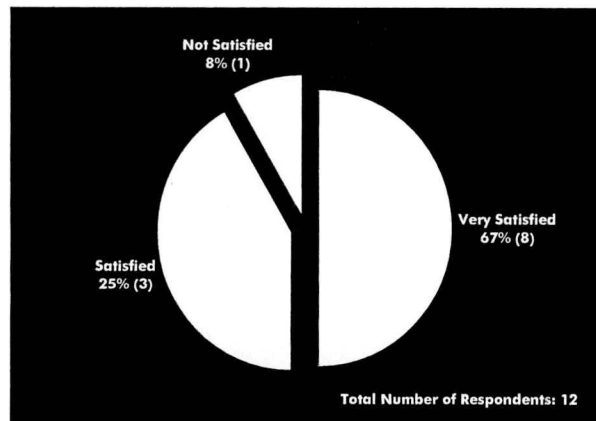
Figure 5. GED Program Satisfaction



★ **SATISFACTION WITH THE ESL PROGRAM:**

92% of ESL students responded that they were very satisfied or satisfied with the ESL program.

Figure 6. ESL Program Satisfaction



Success Stories

★ **YESSYS CONTRERAS, SECTION 8**

HOMEOWNERSHIP PROGRAM (photo p. 74)

In June, Yessys Contreras became the first PHA Section 8 resident to close on a home under the new Section 8 Homeownership program. After attending the October presentation for the program and qualifying, Yessys, employed by Continental Airlines for over two years, enrolled in homeownership classes which she completed in March, 2003. Upon hearing of a rehabbed home for sale through the West Elmwood Housing Development Corporation, Yessys entered into a Purchase and Sale agreement in May and received a loan commitment from RI Housing. The property passed the HQS inspection and on June 20, 2003 Yessys closed on her three-bedroom home.

★ **MARTHA BUENO, FSS PROGRAM**

Martha Bueno, a single mother of two, joined the FSS program in December of 1998. When Martha signed her FSS contract, her only income was \$6,048 a year from TANF. At the time of her enrollment, Martha was determined to obtain a full time job and continue her education. She enrolled in our Office Skills course and also did an internship with Narragansett Electric. Martha volunteered at the International Institute where she found an opportunity for a part time job. Afterwards, she was offered a six-month contract in the Department of Human Services. Obtaining full time employment lead to the establishment of Martha's escrow savings account. After six months, she found a full time position with Cox Communications. Martha is an example of courage and determination. Martha says, "I participate in the program, and thanks to this

program, I no longer depend on public assistance after only one year. The FSS program didn't just help me by acquiring a secure and good place to live, they also trained me to work in an office environment."



Martha Bueno, FSS Program

★ **JOSEPHINE RIOS, GED PROGRAM**

Shortly after arriving in Rhode Island three years ago, Josephine decided to pursue her education and work toward her GED. She tried several programs, was confronted with many obstacles and was on the verge of giving up when she came across a flyer describing the GED program at PHA's Employment Support Center. Now, she is a peer mentor and role model to many of the students in both the GED and ESL classes. Last fall Josephine completed the PHA's Office Skills Program. Based on her class performance, in January 2003 she began working as the receptionist at the ESC. She has become a valuable addition to the staff – her attention to detail and organizational skills keep things running smoothly in the hectic environment on Academy Ave. Her bi-lingual abilities are a great asset for clients as well as staff. She is an



Josephine Rios, GED Program

active and successful FSS participant and is hoping to purchase a home at the end of her five year contract. In addition to being an outstanding student, excellent employee and caring classmate, Josephine is a superb mother. She has two wonderful children – Giovanni and Monica – who think the world of her. Giovanni recently told us, “My mom’s the greatest!” We think so too, Giovanni.

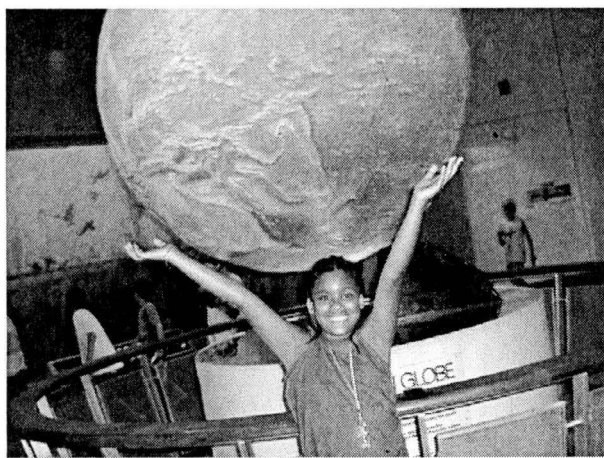
★ **ERMINIA NIVAR, ESL PROGRAM:**



Erminia Nivar, ESL Program

Erminia (Amy) first attended classes at the Employment Support Center during the second half of the World of Work program. Before immigrating to the United States, Amy represented the Dominican Republic in the Pan American Games. She also attended a university in Cuba where part of Fidel Castro’s cost saving required everyone to have a part-time state job. Amy’s part in this scheme was to sweep the beaches and sidewalks. Her worldliness and enthusiasm add a great deal to our class. Using her increased English skills and her food service certification, Amy found several jobs in her field including work at Capital City Day Care where she also worked as a Teachers’ Assistant. She has also worked part-time in food service at the Hartford Park highrise. Amy is now enrolled at Katherine Gibbs in their Justice Administration certification program, an 18-month, full-time course that will enable her to work for the legal system in this country or pursue a career in law enforcement if she chooses. Amy would like to work for DCYF or the Department of Corrections.

YOUTH PROGRAMS DIVISION OVERVIEW



A youth program participant on a trip to the Boston Museum of Science

The PHA Youth Program Division offers youth programming 38 weeks each year at four community center sites. The program provides children of public housing families with a safe, supervised and supportive environment during critical after-school and vacation hours. The division, made up of six full time staff and 26 part time staff, operates a 30-week after-school program as well as an eight-week summer program. This year, we served a total of 374 youth within the framework of these programs.

Table 14 – Matrix of Youth Programs Division Services FY 2002

Category	Youth (6-12)	Teens (13-18)
Substance Abuse Prevention	<ul style="list-style-type: none"> Weekly Botvin Life Skills Training Classes 	<ul style="list-style-type: none"> Weekly Substance Abuse and Pregnancy Prevention Classes
Educational	<ul style="list-style-type: none"> Homework Help/ Tutoring Computer Club/Drop in lab 	<ul style="list-style-type: none"> Homework Help Computer Club/ Drop in lab
Recreational/Cultural	<ul style="list-style-type: none"> COPA Yoga Girl Scouting Cooking Children's Museum Learning Club PC Pals Organized Sports 	<ul style="list-style-type: none"> COPA Cooking Organized Sports
Community Service	<ul style="list-style-type: none"> Earth Day 	<ul style="list-style-type: none"> Youth Service Council
Employment Preparation		<ul style="list-style-type: none"> Career Exploration
Support Services	<ul style="list-style-type: none"> Quarterly Participant Evaluations 	<ul style="list-style-type: none"> Quarterly Participant Evaluations

Table 15: Demographics of Youth Participating in Youth Programs FY 2003

Category	Number	Percent
RACE/ETHNICITY		
African /American	107	29%
Hispanic	250	67%
Other	17	4%
GRADE IN SCHOOL		
1-2	97	26%
3-5	97	26%
6-8	145	39%
9-12	35	9%
GENDER		
Male	202	54%
Female	172	46%

Fiscal Year 2003 was the last year the youth program division was fully funded by Public Housing Drug Elimination (PHDEP) grant money. And despite steady funding for FY 2003, we began the year by making the first of many program adjustments in response to future budget cuts. This adjustment was seen in the merging of the Hartford Park and Manton Heights Programs and the elimination of a program coordinator position. Since July 2002, the PHA youth program has had the capacity to serve only 35 youth from Hartford Park. These participants have been transported to the Manton Heights Community Center, joining in activities with youth from Manton Heights. Despite such a drastic change, we were able to keep youth programming at its usual level and

maintain a maximum enrollment of 220 youth from four public housing sites. This cut, as well as the shift from contracted services to services provided by on site staff (such as the teen substance abuse prevention program), brought our cost per participant down 11% from the previous fiscal year. It is also the lowest of the past five years. Per participant costs cannot be reduced much further without negatively affecting the quality of services.

Table 16 – Cost per Participant in Youth Program

Year	Average Cost per Participant
1998 - 1999	\$2,931
1999 - 2000	\$3,022
2000 - 2001	\$3,769
2001-2002	\$3,173
2002-2003	\$2,851

Substance Abuse Prevention: Life Skills Training

At the core of our youth programs are our mandatory Life Skills Training classes. For the past four years, we

have followed The Botvin Life skills Training Curriculum; a nationally recognized and proven model for substance abuse prevention. The curriculum has three major components:

- Personal Self-Management Skills.
- General Social Skills.
- Drug Resistance

Classes were broken down by grade groups and facilitated by PHA staff on Mondays. Key topics discussed in the classes include:

- Self Esteem
- Communication Skills
- Media Awareness
- Smoking Prevention
- Dealing with Stress

We also held special sessions to discuss fire safety and playground safety. For both topics we held poster contests and awarded prizes to the best posters in each age group.

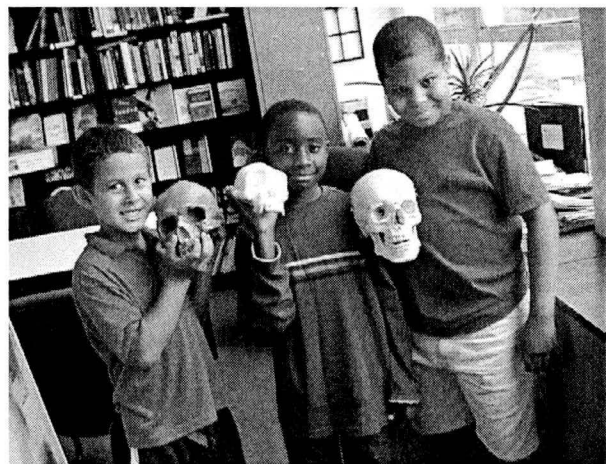
Table 17 – Site Enrollment and Average Weekly Attendance at SAPE

Year	Chad Brown #/%	Coddling Court #/%	Hartford Park #/%	Manton Heights #/%	Total #/%
1998-1999	100/76%	NA	100/68%	100/80%	300/75%
1999-2000	75/82%	NA	75/73%	75/82%	225/79%
2000-2001	80/88%	NA	70/94%	75/93%	225/91%
2001-2002	75/70%	35/75%	50/69%	75/79%	235/73%
2002-2003	75/69%	35/76%	35/75%	75/72%	220/73%

Education Programs

★ HOMEWORK HELP

Homework Help is offered three days weekly at each site, providing youth program participants the opportunity to seek academic assistance from youth program staff. Additionally, staff monitors each participant's progress in school by collecting report cards quarterly. Students who are failing or at risk of failing are given priority. By the third quarter, 86% of students showed passing or improving report cards. 12% of these students had been failing or at risk in a previous quarter.



Youth program participants at the Boston museum of Science

Table 18: Attendance at Homework Help Sessions FY 1998 - FY 2002

Site	YTD Attendance 1998-1999	YTD Attendance 1999-2000	YTD Attendance 2000-2001	YTD Attendance 2001-2002	YTD Attendance 2002-2003
Chad Brown	781	875	789	763	747
Codding Court	NA	NA	NA	1,838	1,331
Hartford Park	651	866	1049	1,101	613
Manton Heights	629	946	770	1,276	961

*** RECREATIONAL ACTIVITIES**

Despite the success of our homework help sessions, both parents and youth see the need for more academic assistance. In this past year's satisfaction survey, parents and youth were asked if they needed more help in school. Of those who responded, 100% of parents and 83% of youth said they wanted success in school and needed more help to do so. In this next year we will continue to look for funding to address those needs.

The goal of Computer Club is to teach Youth Program participants basic computer skills through weekly activities that engage their interests.

*** COMPUTER CLUB**

A monthly average of 172 youth from four family developments logged 3,060 hours in computer club activities. Activities are held once a week at three community center sites; Manton Heights, Hartford Park and Chad Brown. The Computer Resource Specialist (CRS) designed and facilitated Computer Club activities with the help of a Computer Lab Assistant (CLA). The goal of Computer Club is to teach Youth Program participants basic computer skills through weekly activities that engage their interests. The table following shows a sample of this year's weekly Computer Club activities and the skills they aim to teach.

Table 19: Weekly Computer Club Activities

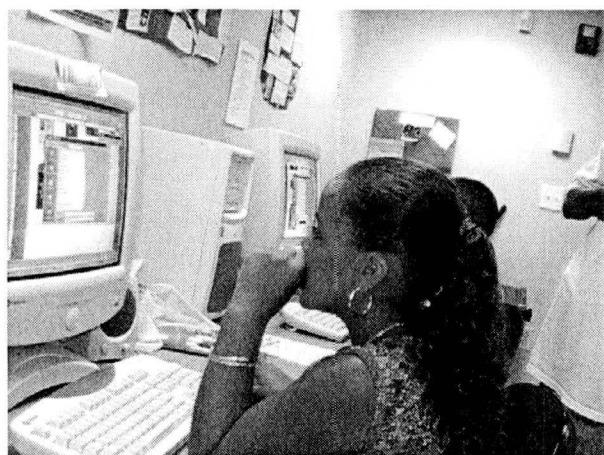
Activity	Skills
Internet photos	<ul style="list-style-type: none"> Accessing the internet Searching the internet Downloading to a file Locating a file
Stickers	<ul style="list-style-type: none"> Microsoft Word Sizing an object Cutting and pasting an object Using a template
Participant IDs	<ul style="list-style-type: none"> Microsoft Publisher Using a digital camera
Greeting Cards	<ul style="list-style-type: none"> Microsoft Publisher Using a template Using clip art Formatting fonts
Program Photo collages	<ul style="list-style-type: none"> Locating files Inserting objects Resizing/cropping photos WordArt
Calendars	<ul style="list-style-type: none"> Microsoft Publisher Using a template Using clip art Using color schemes

Table 20 - Attendance at Computer Club

Site	YTD Attendance 1998-1999	YTD Attendance 1999-2000	YTD Attendance 2000-2001	YTD Attendance 2001-2002	YTD Attendance 2002-2003
Chad Brown	248	38	272	541	569
Codding Court	0	0	0	296	592
Hartford Park	221	64	199	225	624
Manton Heights	517	33	251	581	1302

*** DROP-IN LABS**

A CLA is available for drop in lab on site three days weekly at three community center sites; Chad Brown, Codding Court and Manton Heights. On these days, labs are open for drop in activities with preference going to those who need to use the computer to do homework. Drop in lab activities range from homework assistance, Internet searches, Internet games, and educational software. In the past fiscal year, students logged 3,946 hours in drop-in lab. In FY 2003 we received new funding from HUD that will enable



A youth resident doing homework at a PHA Drop-in computer lab

us to maintain current staffing in our computer resource centers for the next three years. Funding came from HUD's Resident Opportunity and Self Sufficiency (ROSS) initiative. This was welcome news in light of the loss of other youth program funding.

★ CAREER EXPLORATION

For our older youth ages 12 and up, we offer a career exploration seminar once each month. This year we focused on exploring career interests and how to find a job. Youth learned to use the Internet to research careers. They also used Internet career interest inventories to identify careers they might enjoy. During one career exploration class, participants filled out job applications and watched their peers complete mock interviews. Older teens were brought to area businesses that were accepting job applications. Five teen participants obtained paid employment for the summer.

In addition to career exploration seminars, 12 youth participants had the opportunity to participate in our first ever PHA Career Mentoring Day. PHA employees from different departments, such as MIS, Facilities Management, Resident Services, the PHU...and the executive director ... volunteered to mentor youth interested in their job field. Each participant had a chance to see their mentor on the job, help with daily job tasks, and interview their mentor about their career path. Both mentors and mentees praised the experience. We plan to make it an annual or bi-annual event.

Cultural and Recreational Activities

★ ORGANIZED SPORTS

Organized sports continue to be one of the most popular components of the PHA youth program. Our league basketball, football and softball teams bring some youth "in the doors" who may not otherwise seek services from the PHA youth program. This was

the first year in a few years that we did not have a girl's sports coordinator, which required the PHA sports coordinator to split his team time between girls and boys equally. Nevertheless, we had strong participation in both boys and girls team sports.

The year started with our first ever participation in the Edgewood Eagles football team. We recruited both boys and girls for football and cheerleading. This was a switch from the Johnston Panthers to a much more organized and sought after team. Participants learned responsibility on this team as they made a 5-day a week commitment to practices from August to October.

In the winter, boys and girls ages 12 and up participated on various local basketball league teams. Because the Providence Department of Recreation was in transition, formal department of recreation basketball leagues did not get into full swing until well into spring.

Girls enjoyed their second year of softball, building on their first year's success. Girls from all four community center sites participated on the Silver Lake softball team, and 8 of our 13 players made the league's All-Star team. Below are the records for all the league teams PHA youth competed in this past year.

Table 21

Team	Description	Record
Boy's Football Age 12 and 13	Edgewood Eagles	7 wins, 2 losses
Boy's Basketball Age 13 and Under	Pawtucket Boys and Girls Club	12 wins, 4 losses
	Providence Recreation	League Champs
	Coca Cola Pawtucket Boys and Girls Club Tournament	Tournament Champions
Boy's Basketball Age 14 - 17	Providence Recreation	League Champs
	Coca Cola Pawtucket Boys and Club Tournament	Tournament Champions
Girl's Basketball Age 11-14	Pawtucket Boys and Girls Club	10 wins, 2 losses League Champs
Girls Softball Age 10-12	Providence Little League	8 wins, 4 losses Silver Lake Champs



A Hartford Park youth learning to sail with Community Boating of Providence

This year also saw the introduction of sailing and golf to our programs offerings. Seven youth from Hartford Park enjoyed learning to sail, thanks to our partnership with Community Boating of Providence. Youth, who were transported daily by PHA staff to Community Boating at India Point Park, spent two hours each afternoon sailing and kayaking in Providence Harbor. By the end of the summer, they learned the skills to sail solo. This program's success earned the PHA a NAHRO Award of Merit.

Button Hole Golf Course is in the backyard of both Manton Heights and Hartford Park. Youth program participants from both sites enjoyed free golf lessons at this course, thanks to an offer by the program director, John Wolf. In the Fall of 2002, Button Hole sponsored a PHA staff and youth program celebration where PHA staff and youth played the course and later enjoyed a cookout in their honor. Then in Spring 2003, the staff at Button Hole reached out again, this time, specifically to girls and offered free lessons over April vacation.

*** GIRL SCOUTS**

The Girl Scouts of RI (GSRI) received a grant from HUD this year to serve residents of Public Housing and bring resources to the community to support girls scouting at each community center. Staff from The PHA youth program collaborated with GSRI to make this program a success. An activity assistant at each site attended leader training at Girl Scout headquarters and worked with GSRI staff to hold Girls Scout meetings once weekly from February through May. Participation for all scouts and leaders was paid for by GSRI. Girls at each site organized talent shows to benefit the Girls Scouts "Project Under Cover" and invited community members to their performances. Girls and their families also had a chance to visit Camp Promising Acres to enjoy a day of Girl Scout Camp. Ten girls

from the Chad Brown program subsequently earned camperships from GSRI and enjoyed two free weeks of Girls Scout camp in the summer of 2003.

Community Organizing

*** YOUTH SERVICE COUNCIL**

The PHA received \$5,000 from Brown University's Swearer Center Youth Connections Fund to rebuild and continue our Youth Service Council. In its second year without connection to Volunteers in Action, the Youth Service Council needed this money to bring on board a strong leader and inspire youth to be active in their community.

The new YSC facilitator started in October of 2003 and the group's first project was to host a Thanksgiving Dinner at Parenti Villa, a PHA elderly and disabled highrise. Youth members solicited donations and arranged for adults to prepare the entire dinner. They served over 50 individuals at Parenti Villa. Then in January, the Youth Service Council, based out of Manton Heights, received notice from United Way of Rhode Island that they had been

Youth Service Council needed this money to bring on board a strong leader and inspire youth to be active in their community.

awarded a \$4,500 grant to run community projects that promoted cultural understanding. The grant was part of a program entitled Building a Stronger Community, which is funded by the United Way and Citizens Bank. Youth Service Council members authored the grant application to the United Way and interviewed with staff from the United Way and Citizens Bank. Between January and June, the YSC organized International Cooking Classes offered at Manton Heights and a Cultural Festival held at Merino Park in June. In total they held six cooking classes serving about 35 youth in the youth program. Their festival was also a success with at least 75 people from the surrounding community attending.



Youth Service Council host Thanksgiving dinner at Parenti Villa, a PHA elderly / disabled development

Youth program staff organized Earth Day 2003 at both Manton Heights and Chad Brown. This was an important project as it brought the ideals of community service to a larger group of youth program participants. Over 50 youth from both sites gathered to clean up their neighborhoods and common play areas. Supplied with gloves, rakes and wheelbarrows, children raked leaves and picked-up litter, learning the importance of caring for their environment. The Department of Environmental Management funded this day. Each youth participant was rewarded with a pizza party and a potted plant they could use to beautify their own home.

Customer Satisfaction

This year we conducted two separate customer satisfaction surveys. One was completed at each site and surveyed youth response to our programs. A second was completed a month later and sent to heads of households whose children had participated in the program. Our goal is to demonstrate that 90% of youth program customers rate the program as either excellent or good. Again this year we have exceeded that goal.

★ YOUTH SURVEY

Eighty two percent of enrolled youth responded to our satisfaction survey. Of those who responded, 99% stated that overall, programs were great or good. Among specific programs that were ranked high were COPA; 95% of those who participated ranked it as good or great, organized sports; 100% of those who participated ranked it as good or great and computer club; 97% of those who participated ranked it as good or great.

Figure 7. Overall Satisfaction

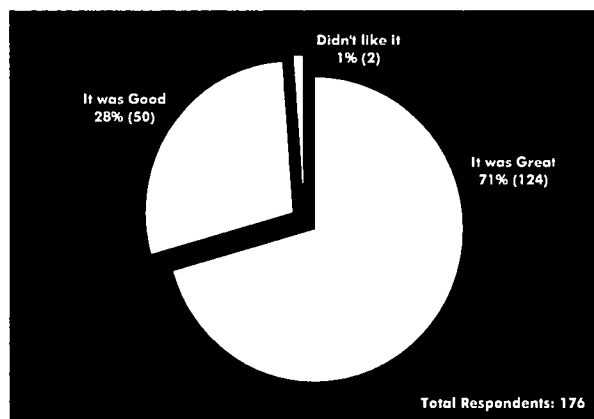


Figure 8. Safety at the Community Center

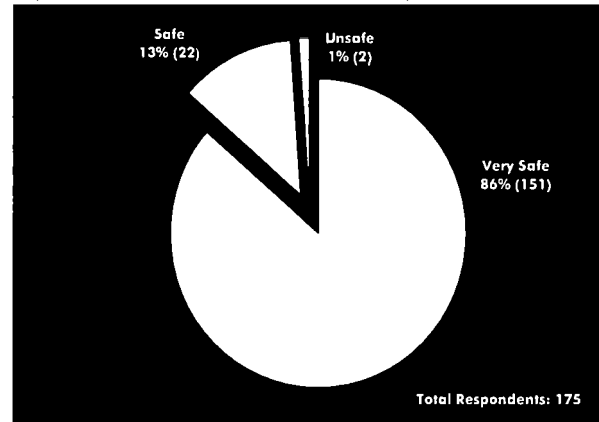
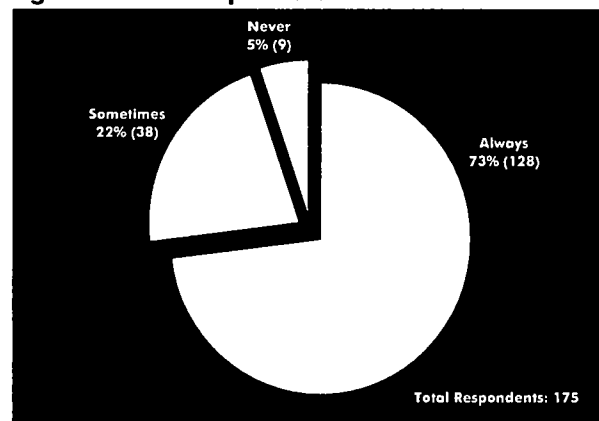


Figure 9. Staff Helpfulness



We highly value the ideas of our youth participant and try to keep their suggestions in our future planning. Below are some comments from this year's survey:

- I like the staff. They're very nice and I like the program because it is fun and helps me with homework.
- It's fun but can we stay a little longer? And I would like to come on Saturdays and have swimming classes.
- Swimming classes. Gymnastics. I want more Girl Scouts.
- We need steppers and cooking classes.
- I think that you need to be stricter then you are now.
- Thank you Mrs. Linnie, Mrs. Dolly, Mrs. Tracy, Mr. David and Mrs. Marcy for helping me. With all the effort you put into helping me. Thank you very, very, very much for helping me.

★ PARENT SURVEY

Approximately 130 parent surveys were mailed to heads of household whose children participated in the youth program. Response to this survey was rather low. Only 20% of those who received a survey responded. Nevertheless, response was positive. Eighty-eight percent rated their satisfaction to overall programming as very satisfied or satisfied. According to ninety-six percent the community centers were a

safe place to send their children, and the staff was helpful.

Parents also lent many helpful comments. Some said they would like more educational programs for youth at the community centers. Others wanted more organized athletic leagues. Others thanked the youth programs for keeping the children out of the streets and away from drugs.

Youth Stories



Art and crafts with Chad Brown youth program participants

The average Youth Program participant spends about 834 hours per year at his/her local PHA Community Center. They become part of a close family and we are proud to showcase their successes each year, not only as proof of the effectiveness of our youth programs, but also as a way to recognize their efforts as individuals.

JR is a resident of Manton Heights who graduated from Mount Pleasant High School this year. JR has been active in the PHA youth program for over five years. In particular, he enjoyed participation in the JTPA Summer Employment Program (2002) and the PHA's Youth Service Council (2000 – 2003). This past year JR, an already over extended high school senior, lead the Youth Service council and authored their application to the United Way, requesting funding for a Community Festival. His initiative brought \$4,500 to the YSC and a successful festival to his community. JR, who was also the president of the Finance Academy at Mt. Pleasant, was accepted to Rhode Island College and will study accounting. He has set a strong example for his peers in the Manton Heights youth program.

SM is another high school graduate who has enjoyed years of participation in the PHA youth program. SM, a resident of Hartford Park, began the program as a

preteen and was active in the program until last year. This year, as the program was cut at Hartford Park, SM maintained his involvement by volunteering with the PHA Sports Coordinator, keeping score at basketball games and helping maintain the HP gym. His actions have shown his transformation from an involved youth to a concerned citizen. In the summer of 2003, SM was hired by the Providence Recreation Department to organize the summer basketball league at Merino Park. He not only recruited youth to join the teams, but also inspired his peers to volunteer their time as coaches. SM will be taking college prep classes this fall at URI and hopes to attend Berkeley School of Music next year.

This year was MH's last year in the PHA youth program. MH, who has lived with her aunt for the past few years, made her mark on the program. Despite her personal challenges; living with extended family while her mother was incarcerated, MH showed great strength and resilience. She had near perfect attendance to all YP activities and was named the female athlete of the year by the PHA sports coordinator. She was also an exemplary member of the PHA Youth Service Council. Above all this, what truly made this young lady stand above her peers was her achievement in school. Each quarter she turned in a nearly perfect report card, and she used her academic talents to assist younger YP participants. It is with reluctance that we say goodbye to MH, as we know that we were a large part of her home away from home. Nevertheless, we are sure that she will have great success as she moves out of public housing and is reunited with her mother.



Pumpkin-picking at a farm with youth program participants

SUPPORTIVE SERVICES DIVISION OVERVIEW



Staff offer a wide range of social services to residents.

The Supportive Services Division serves the adult population of the Providence Housing Authority in the areas of General Social Services and Health Programs. The bulk of the division's work happens in the seven buildings populated by the elderly and disabled because of the availability of funds. No major funding sources exist for the Family Developments that parallel those available to the Elderly/Disabled Developments. Therefore, at the Family Developments activity is limited to some small efforts in health education and family counseling.

Elderly/Disabled Developments

Slightly over 1,200 people make their home in the PHA's seven elderly/disabled buildings. The population is not homogenous by any measure. There exists a wide range of ages, ethnic and racial backgrounds, and abilities to function independently. The one thing in common among the residents is poverty: the average annual household income is \$6,800. The needs of our residents are also varied and changing. Eighteen percent of the apartments "turn over" to new tenants each year. With a shifting, diverse, and needy population to serve, the Supportive Services Staff actively seek out and assess all the residents of these buildings in order to have an accurate picture of present needs and to ensure that programming is appropriate and effective.

Every year, the Residents Services Coordinators use an Assessment/Service Plan tool to evaluate the needs of each resident and to devise a plan that specifies how the staff will intervene to assist those residents.

★ THE ASSESSMENT/SERVICE PLAN TOOL

Without creating something too unwieldy, the aim is to touch upon various areas of need residents might have

and to identify resources at their disposal to meet their needs and goals. Besides basic demographic information, these are the areas that are assessed and about which service plans are devised:

- Language
- Income/Benefits
- Medical
- Basics
- Living Skills
- Support Networks.
- Interests

All the data recorded in the Assessment/Service Plan tool is entered into a database. This not only allows for easy retrieval of information in meaningful ways, it enables staff to track how effective they have been, that is, to see if the individual Service Plans have been accomplished.

★ RESULTS

In fiscal year 2003, Resident Services Coordinators (RSC) completed 1,044 assessment/service plans. Not every resident was interviewed this fiscal year for two reasons. First of all, there are some residents who refuse to be assessed by the RSC. While the vast majority consents to the interview and welcomes the helpful interest of staff, no one is required to be evaluated. Secondly, with only one bilingual RSC, the division did not have the capacity to interview all Spanish-speaking residents. However, a second RSC who speaks both English and Spanish was hired in the spring so each Spanish-speaking resident will be seen in FY 2004.

Language

- 29% of residents do not speak English
- 31% of residents rate their reading ability as "poor"

Of the non-English speaking residents, 93% speak Spanish. The next largest language group is Russian (5% of non-English speakers) with several other languages making up the rest of the number. This has obvious implications for PHA staffing and communication. In order to be wholly effective, some provision has to be made for those who do not speak English. Five of the eight division staff speak both English and Spanish. All communications (flyers, newsletters, etc.) are printed in English and Spanish. The division has established a working relationship with one Russian interpreter who can assist with the Russian-speaking residents but other Russian-speaking social service workers need to be found. Staff must also be aware of community resources that can service residents in their languages.

Regardless of language, many residents cannot read or write very well, if at all. Again, this has implications for how staff communicates with residents and how they are able to help tenants make use of community resources. Beyond that, this data is a cue to the division to promote more actively the educational services of the Resident Services Department and to engage the several community agencies devoted to literacy.

Income

- Average Yearly Income: \$6,800
- 8% of residents have no income
- 6% of residents are employed
- 6% of residents are interested in paid employment
- 56% receive Food Stamps

Financially, our residents skate on the thin ice of a noon day." It takes very little to sink them into a crisis. An illness, a lost check, a theft, wear and tear on clothing, the need to replace a household item, an unexpected medical bill, a new prescription – most any change in circumstances may mean financial disaster for them. As much as possible, staff must know, through the assessment, regular contact with tenants, and reports by management and other tenants, when someone is in need. Staff must be competent to help residents take advantage of any benefit program for which a resident might be eligible, and be conversant with all community agencies that can assist the tenant.

Health

- 10% of residents have no primary doctor
- 45% have not seen their primary within the last year
- 11% have no health insurance
- 18% have no prescription coverage
- 83% have no dentist
- 68% have no eye care
- 21% are treated for mental illness (national prevalence is 12% of population)
- 13% have diabetes (national prevalence is 6% of population)
- 25% have high blood pressure

The measures of health in the high rises are both better and worse than anticipated. A surprising number of people report having primary doctors, but many people have not been to the doctor's within the last year. Lack of health insurance is a problem, but lack of prescription coverage is a larger problem. The percentage of those with no health insurance parallels the population sector with no income. Targeting those with no income for service intervention would give the opportunity to address many issues at once.

The high rises are home to many chronically mentally ill people. Supportive Services staff helps this population in many ways; there is certainly a basis for seeking funding from mental health sources that may have not been tapped before.

Dental care is almost non-existent. This reflects the lack of coverage for most people and it is a problem that the Providence Housing Authority cannot solve on its own. Any effort that would make dental care more available to people should be supported by the agency.

Prevalence of certain diseases is higher in the high rises than in the general population. Again, this calls for more service interventions in those areas and provides a basis for seeking funding from sources that are "disease-specific."

Basics

- 2% of residents reported having no food in the house
- 5% reported eating one meal a day

These statistics are an example of specific needs that are found through assessment and addressed immediately by staff. Among the many questions asked about food, clothing, furniture, and hygiene, there were no alarming findings.

Living Skills

- 9% of residents need assistance with at least 2 of the ADL's or IADL's

A minimum requirement for admitting someone to an Assisted Living facility is that they need assistance with at least two Activities of Daily Living or Instrumental Activities of Daily Living. The data indicates that most of our residents would not qualify for Assisted Living care. A closer examination of the activities with which residents actually need assistance shows that much of that help could be received through community care, that is, provided by people coming to the apartments.

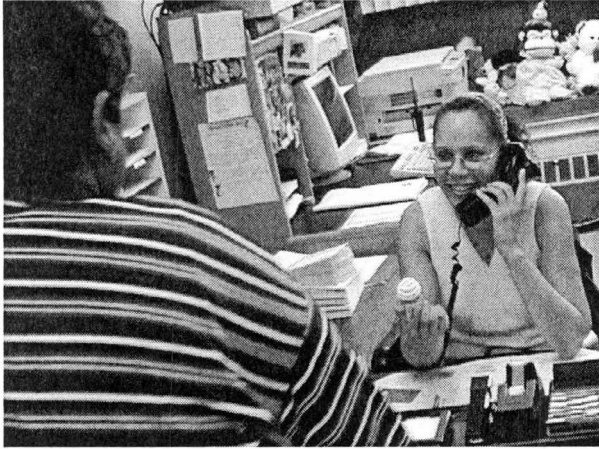
The Providence Housing Authority has investigated converting some apartments into an Assisted Living facility. While there may be a need in the city for a low-income Assisted Living facility, such a facility would not be populated by PHA residents wanting to "age in place." There are not sufficient numbers of PHA residents with those needs.

Interests & Support Networks

- 85% of residents report having "no other interests"
- 16% report being involved with a community organization, club, association or agency
- 20% of residents report being active in a church

Our assessments reveal a population that is disengaged. Not only do most live alone, they have very little to do with the world outside the building where they live. Connecting our residents with wider communities is a major challenge for the division staff. This isolation affects residents' lives on every level: health, finance, mental health, etc.

★ RESIDENT SERVICES COORDINATORS



A resident service coordinator assisting a resident

Working from the annual Assessment and Service Plan, the Resident Services Coordinators provide the residents with referral to health services, benefits assistance, meeting emergency needs, counseling, advocacy, general support with tasks such as shopping and transportation, financial management, and substance abuse intervention. They also coordinate

social, educational and recreational programs. A Resident Services Coordinator is assigned to Sr. Dominica Manor and Kilmartin Plaza, one to Carroll Tower and Sunset Village, one to Dexter Manor, a Spanish-speaking RSC serves all residents in Parenti Villa and the Spanish-speaking residents of Dominica Manor and Sunset Village, and another bilingual RSC serves the Spanish-speaking at Dexter Manor, Kilmartin Plaza and Carroll Tower. Both bilingual RSC's share the duties at Hartford Tower.

Table 22. Total Number of Individuals Served by Resident Service Coordinators FY 1999 – FY 2003

Year	Number of Individuals
FY 1999	540
FY 2000	644
FY 2001	940
FY 2002	1,230
FY 2003	1,093

Table 23. Total Number of Service Units FY 1999 – FY 2003

Year	Number of Service Units
FY 1999	16,124
FY 2000	16,338
FY 2001	14,783
FY 2002	13,899
FY 2003	13,622

Table 24. Statistics in Major Service Categories FY 2001 – FY 2003

	Health	Work with Other PHA Depts.	Benefit Acquisition	Financial Management	Substance Abuse Help	Legal Assistance	Counseling
FY 2001	-	1,123	910	609	445	466	2,338
FY 2002	-	1,352	912	575	348	423	3,374
FY 2003	3,374	1,037	933	582	212	352	3,225

Resident Services Coordinators host coffee hours and enrichment activities, and sponsor excursions to places of interest. This past year, residents went to Galilee, Camp Cronin at the seashore, Newport, Boston and Quincy Market, Foliage Tour, RI Treasures Exhibit, LaSalette Shrine, and Shopping Trips with Lunch.



Residents enjoying a day at the seaside

★ HEALTH PROGRAMS AND SERVICES

The largest part of our efforts focuses on increasing access to health care by removing obstacles such as lack of transportation, lack of understanding of the medical world, lack of knowledge, sporadic use of medical providers, inability to speak English, and lack of health insurance. Staff concentrates on removing these barriers through case management and education.

The PHA Health Services has developed strong alliances with many area health care providers: Lifespan, URI Colleges of Nursing and Pharmacy, St. Joseph's Hospital School of Nursing, Rhode Island College School of Nursing, the Promotoras de la Salud program at ChispA, the Women & Infants' Family Van, Envisions Eye Care, the Blue Cross/Blue Shield Medical Van, Travelers' Aid, St. Francis Wellness Center, St. Joseph Hospital Diabetes Center, Family Services, Inc., Office of Minority Health, Diabetes Multi-Cultural Coalition, The Providence Center, and the Samaritans. Many collaborative efforts have been developed on behalf of residents.

Some health services are brought directly on-site: the Lifespan Geriatric Clinic at Carroll Tower, Dexter Manor, and Sr. Dominica Manor, Medical Consultation with the Nurse Practitioner, Podiatry, Eye Care, and Pharmacy Consultation. These practitioners also provide a tremendous amount of health education that complements the more formal health education provided in seminars and other presentations. The



St. Joseph's Nursing students provide health screenings

Much programming in recent years has been funded by a grant from HUD for special programs geared toward the elderly and disabled. Unfortunately, with a change in the eligibility rules by HUD, this funding is no longer available to us. The result is a reduction of staff (i.e., not filling the Health Program Facilitator position), loss of funding for medical transportation using taxi vouchers, and the end of the Housing Helps Program. Fortunately, the Nurse Practitioner who worked in that program continues to come to the sites once a week on a volunteer basis. Alternate funding for transportation will be sought because it is a valuable service to the residents. Using taxi vouchers is less expensive and more flexible than running a PHA medical van and has been useful to many residents at reasonable cost (see table following).

Table 25. Health Programs FY 2003

Category of Medical Service or Activity	FY 2001 Events or Participants	FY 2002 Events or Participants	FY 2003 Events or Participants
Housing Helps Client Visits	765	892	135
Lifespan Clinic Visits	208	651	571
Family Site Screenings and Education	316	248	73
Family Medical Van Visits	N/A	182	69
High-Rise Screenings and Education	627	418	572
Flu Clinic Shots	316	285	318
On-Site Pharmacist Visits	492	180	150
On-Site Podiatrist Visits	144	122	108
Student Nurse Client Visits	273	195	129
RSC Health-Related Service Units	2,236	2,975	1,982
Medical Transport	117	95	140
Total	7,495	8,300	6,250

Table 26: Taxi Voucher Use FY 2003

Total Cost	Number Of Rides	Individuals Served	Cost Per Ride	Cost Per Individual
\$8,428.96	599	140	\$14.07	\$60.21

Table 27. Family Development Tenant Orientation Attendees FY 1999 – FY 2003

Year	Number of Spanish speaking Attendees / % of Total	Number of English Speaking Attendees / % of Total	Total Attendees
FY 1999	161 /60%	110/40%	271
FY 2000	166 /58%	121/42%	287
FY 2001	183 /56%	146/44%	329
FY 2002	222/61%	142/39%	364
FY 2003	186/53%	163/47%	349
Total	918/57%	682/43%	1,600

Congregate Meal Sites

PHA staff supervise Rhode Island Meals On Wheels congregate meal sites at Dexter Manor (1,000 meals served monthly) and Carroll Tower (500 meals served monthly). There is also a meal site at Hartford Tower (700 meals served monthly) staffed by the Hartford Park Community Center.

Living Skills Unit**★ NEW TENANT ORIENTATION**

The Preparation for Community Living (PCL) class is a seven-hour orientation providing prospective tenants with an understanding of the policies, procedures and standards for the proper maintenance of their apartments and the resources available to them through the PHA.

Preparations were also completed for a new orientation program for tenants at the Elderly/Disabled high rises. Like the Family Development program, a formal session for new tenants will be coordinated with other orientation activities by Housing Management and the Tenant Associations. This program will be instituted in October 2003.

★ HOUSEKEEPING SUPPORT PROGRAM

When tenants are cited by the PHA inspectors for poor housekeeping, the Living Skills Coordinator visits them to strategize about how better to maintain their apartments. The Coordinator works with Housing Management, Facilities Management, and other Resident Services staff to resolve issues and address problems. This can be a very effective intervention to avoid eviction and keep people in good housing. The table below shows how many referrals were made along with the number of initial and follow up

housekeeping visits done by the Living Skills Coordinator.

Table 28. Housekeeping Support Visits FY 2001 – FY 2003

	Referrals	Initial Visits	Follow up Visits
FY 2001	149	141	253
FY 2002	193	176	366
FY 2003	143	142	153

★ FIRE AND PERSONAL SAFETY

In conjunction with the Providence Fire Department, the Living Skills Coordinator conducted Safety Training for PHA staff and for residents at all the high rises both in English and in Spanish. Following training at a national conference, a new curriculum was used this past fiscal year.



A Providence Fire Department staff member training residents on safety

Family Developments

★ HEALTH EDUCATION

Staff from Chad Brown Health Center offers a monthly program of health education at the Chad Brown/Admiral Terrace Resident/Management meetings and to PHA residents attending classes at the Employment and Training Center. Such topics as Asthma, Parent-Child Communication, Nutrition, Breast Health, Diabetes, and Healthy Habits are discussed.

The Family Van from the Women and Infants' Hospital visits the Hartford Park development, stopping at both the high rise and the Community Center. Residents may come, without cost, for blood pressure checks, hypertension information, glucose screening, cholesterol screening, pregnancy tests and information, diabetes information, Rite Care applications, nutrition counseling, WIC referrals, and referrals to health care providers.

★ MATERNAL HEALTH

This past year, the Providence Housing Authority received a grant from the March of Dimes for a program we call *First Check*. Through this program, a bilingual outreach worker visits and interviews women of childbearing age in the Chad Brown/Admiral Terrace Development to see if they have and make use of a primary doctor and an OB/GYN. They are also asked if they have health insurance and prescription coverage. Any language difficulties or other obstacles to health care such as lack of transportation are noted. The interview also investigates women's knowledge of the effects of lifestyle on the fetus. If there are any needs or lack of knowledge, appropriate referrals are made and educational materials given. The aim of *First Check* is to improve the pre-pregnancy and pre-natal health of the women in order to avoid low birth-weight children and birth defects.

★ SOCIAL SERVICES

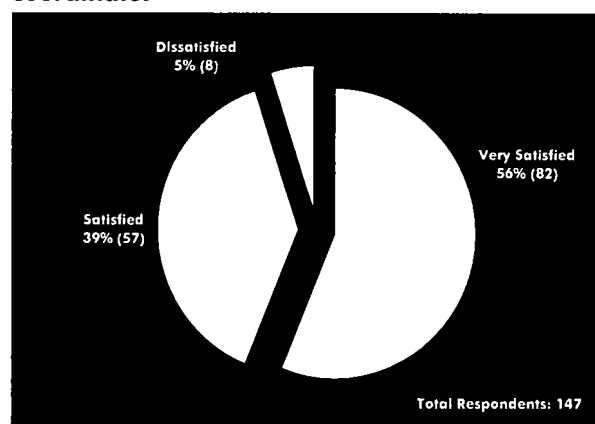
Through a grant from the Family and Children Trust Fund administered by the RI Department of Children, Youth, and Families the Providence Housing Authority contracts with Family Services, Inc. to provide counseling and intervention services to children and families living in Chad Brown/Admiral Terrace or Manton Heights and who are at risk for child neglect or abuse. The monthly average of contacts with families is 47. Services range from formal counseling of children and families to parenting education, help with behavior management, referrals to other agencies or providers such as The Providence Center and the Department of Developmental

Disabilities, or case management interventions to relieve stressors in the home.

★ RESIDENT SATISFACTION

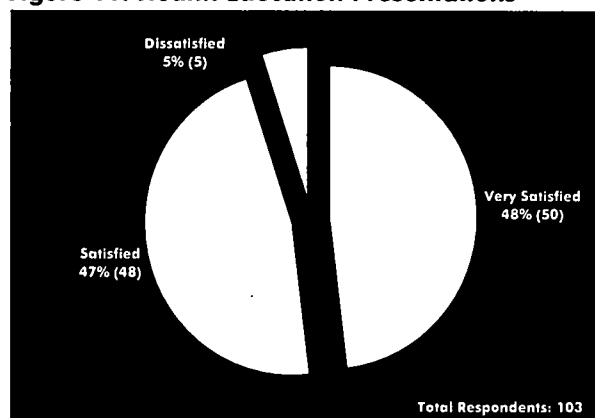
Every resident in the elderly/disabled sites received a Customer Satisfaction Survey in May 2003. The results taken from the 250 responses were very encouraging.

Figure 10. Assistance by a Resident Service Coordinator



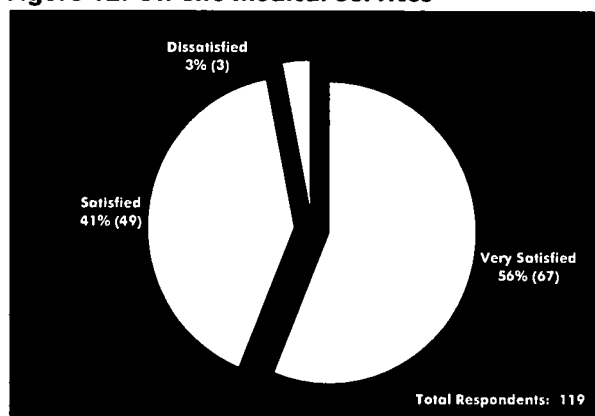
95% of residents are very satisfied or satisfied with the assistance they receive from the Resident Services Coordinators

Figure 11. Health Education Presentations



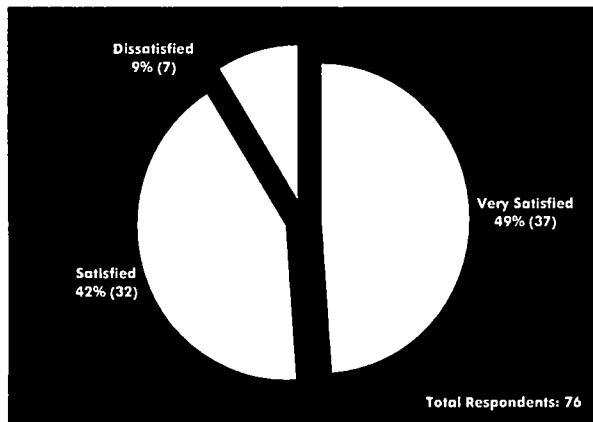
95% of residents are very satisfied or satisfied with the Health Education Presentations

Figure 12. On-site Medical Services



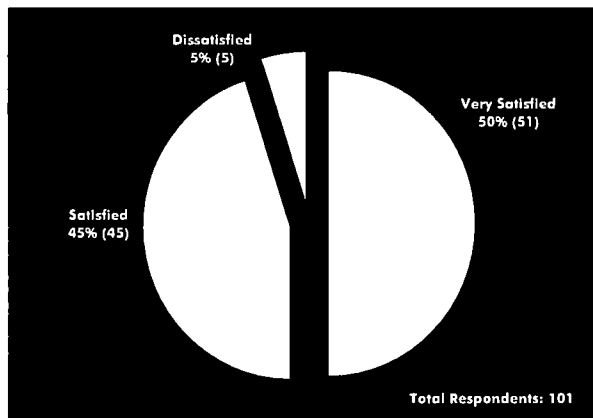
97% of residents are very satisfied or satisfied with On-site medical services.

Figure 13. PHA Provided Transportation



91% of residents are very satisfied or satisfied with the PHA-Provided Medical Transportation

Figure 14. PHA Sponsored Social Event or Trip



95% of residents are very satisfied or satisfied with PHA-Sponsored Social Events and Trips

★ POSITIVE OUTCOMES

Adelaide B.

Adelaide is a young woman who is living on disability. Her only work experience was as an entertainer in gentlemen's clubs. She would "talk a good game" of getting a job and turning her life around, but she failed at some opportunities the RSC in her building had set up for her. She wouldn't show up for work or follow through. The RSC did not condemn her and kept encouraging her to achieve some smaller goals. With this encouragement, she finished her GED and then began to look at her financial state. After setting some goals with the RSC, Adelaide is saving \$100 a month and began to look in to buying a home. She took a series of home-buying classes and, through this

exposure, has begun to look into taking classes toward getting her real estate license. Little by little her self-esteem and her life have begun to change for the better.

Rachel L.

Rachel is an 83-year-old woman from Africa who relies on her son for support. Having fled her country's violence, she has no way to access any resources she had built up in her country through her years of work, nor is she able to apply for SSI due to her unusual immigration status. The RSC has been coaching her for the citizenship test but Rachel is having a hard time remembering and has not yet successfully taken the test. Her situation was leading to increased sadness and isolation. Through the gentle but steady coaxing of the RSC, Rachel went down to the meal site to "try it out just once." She has found a new world of friends and concerned neighbors in addition to a low-cost and nutritious meal. She is in much better condition to pursue her citizenship.

Marta V.

A 37 year-old Spanish-speaking resident, Marta cannot walk as a result of an accident in her younger years. Marta's anti-social behavior got her to the point of eviction. The RSC consulted with the building manager and began discussions with Marta and with a caseworker Marta had through a community agency. It was clear that Marta needed a different level of care. The RSC researched and found such a place and then "sold" Marta on the idea of a supported living facility. Marta is now enjoying a more pleasant life in a place that can meet the needs arising from her disability and personality.

MaryAnn S.

Maryann, 35, had tried years of substance abuse to "treat" her mental illness. Finally, she was able to reach some stability by following treatment at a local community health center. After the RSC in her building completed an assessment with her, she was referred to the GED and Office Skills programs at the PHA Employment Center. The RSC and the E/T staff have worked together with Maryann to ensure her success. She has been successful in the program and will be seeking employment soon.

Jose M.

This 31-year-old resident from Guatemala has no family here in Rhode Island. He suffers from schizophrenia and had been treated successfully at a community mental health center but left treatment. His

symptoms were worsening and it seemed that he would end up back out on the streets. The RSC kept looking in on him even though he would not speak with her. She also was in constant touch with the Emergency Services of the community mental health center, explaining the situation and enabling them to prepare commitment papers. They coordinated a visit and an evaluation that led to Jose's hospitalization that, in turn, signaled his return to regular treatment.

Robert H.

Robert, age 61, recently came to one of our buildings from a nursing home. He has one leg and gets around with a wheelchair. His overall health is poor. Upon assessment, the RSC helped him connect with a primary doctor and with medical transportation. She also facilitated the process of changing Robert's SSI payment and Medicaid coverage from the nursing home. He did not have much furniture, so, through some local churches, the RSC was able to get some needed items. In addition, the RSC helped Robert complete application for a motorized wheelchair that will greatly help his mobility.



A Housing Management Aide assisting a resident

H^{Department of}ousing Management

DIRECTOR'S SUMMARY

During this fiscal year the Housing Management Department has faced many new challenges. Our internal goals have been achieved for the most part, but external forces have had a major impact on how we conduct business. The changing housing market in the City of Providence and surrounding states has had an impact on our pool of applicants. The Department of Housing and Urban Development (HUD) is automating their systems and the impact is felt throughout the country. Housing authorities must comply with changes, which requires the input of all building, unit and resident data. New residents must be added to the system and changes in family income or composition must be up-dated monthly and forwarded to HUD. The (PIC) Public and Indian Housing Information Center system will respond to Housing Authorities and challenge information being entered. Third party income verifications have become increasingly difficult to get and HUD is considering allowing housing authorities to verify individual tenant information through them. HUD would maintain a database of families receiving some federal assistance in other federal and state programs. The (GAO) Government Accounting Office has designated HUD's rental housing assistance programs as one of 22 high – risk federal government areas. They estimate that 60 percent of rent calculations in subsidized housing contain some type of error and that HUD overpays \$2.3 billion in annual housing subsidy. Presidential Management Initiative #10 Mandates HUD to reduce errors by 50 percent by 2005. To answer this call HUD has implemented the Rental Integrity Monitoring (RIM) review. In the coming year the Housing Management Department will be audited by HUD and

follow up reviews will be conducted. Last year we reported that the Community Service Rule, requiring able-bodied residents to volunteer for 20-hours of community service, was cancelled. Management is prepared to meet this challenges-and work to meet HUD's requirements.

Currently the department consists of 33 employees, this is an increase of two positions over last year. One new permanent and one temporary clerk have been added. The following positions are currently filled:

- 1 Director of Housing Management
- 4 Family Development Managers
- 1 Elderly Development Manager
- 1 Resident Selection Manager
- 1 Assistant Manager
- 2 Occupancy Residence Specialists
- 12 Management Aides
- 8 Clerk Typists
- 1 Switchboard Operator
- 2 Temporary Clerks

Thirty-one employees are permanent and two are temporary. Last year we filled an Assistant Manager position. This person fills in when any development manager or in some cases a Management Aide is out of work. The Assistant Manager reports to the Director of Housing Management and completes special projects. This year the Assistant Manager gained additional responsibilities for issuing security badges for all employees and residents. He is also entering and reconciling applicant/tenant data in the (PIC) Public and Indian information Center system.

The department is organized into four functional areas: administration, resident selection, management of elderly/disabled developments, and management of family developments. The administration section physically moved this past year from 100 Broad Street to the PHA's Manton Heights Administration building. This building provides a new headquarters for

management staff. Departmental statistics are posted and manager's meetings are held at this location. More parking is available and it reduces traffic at the PHA's main office.

PHM Certifications

Sixteen Housing Management employees are certified Public Housing Managers (PHM). This year, Nan McKay, a public housing training firm, conducted a certification course on the Housing Television Network (HTVN). The Public Housing Manager (PHM) certification is a HUD-mandated requirement for managers managing 50 units or more of subsidized housing. All PHA managers have been certified. Other management employees have also completed the certification training.

Community Service Requirement

The Quality Housing and Work Responsibility Act of 1998 requires community service and self-sufficiency for certain residents. This policy was implemented in FY 2001. Management staff identified 1,064 residents who are required to comply. Residents who are 18 years old or older, not in school, not in a self-sufficiency program, or not working, are required to volunteer a minimum of eight hours per month at a non-profit agency. This has had a major impact on management staff that is required to track the resident's compliance. Each management office maintains a volunteer log of hours worked by each resident. Staff provided residents with time sheets to document their participation. Families who fail to comply with the requirement will not be allowed to renew their lease. The Department of Housing and Urban Development (HUD) in FY 2002 reversed its position on the Community Service Rule and eliminated this requirement. All references to the Community Service Rule were removed from the PHA's Tenant Lease and Administrative Plan. In FY 2003 the HUD/VA Appropriations Act, signed February 21, 2003, reinstated this provision. The Community Service Requirement is reinstated. All families must be in compliance by October 31, 2003.

(PIC) Public and Indian Housing Information Center

The HUD/PIH Information Center (PIC) is a web site, which allows housing authorities to compare their data to other housing authorities to develop a national perspective. Information is entered about many of the housing authority's operations. We have entered information on all PHA developments, buildings, building entrances, units and families living in our units. HUD's 50058 forms (Family Report) are submitted to PIC monthly and are a record of all new admissions, as well as monthly changes in income and

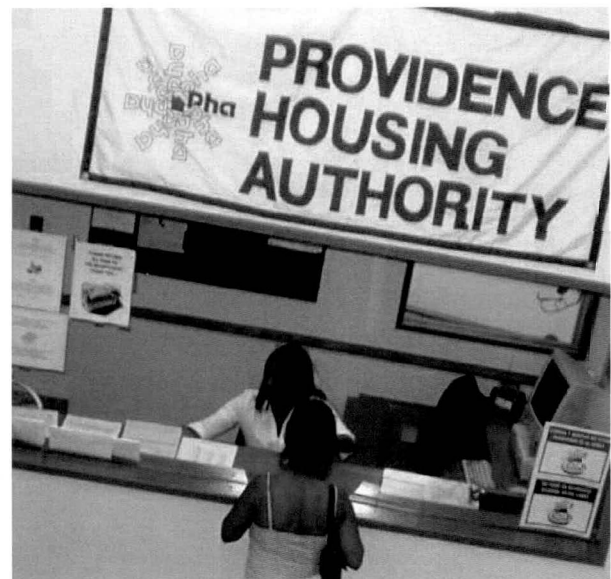
family composition and other changes of our current tenants. Housing Management submits approximately 9,000 Family Reports annually.

Marketing Efforts

Our marketing efforts have proven to be successful. In FY 2003 we increased our new applications by 16%, increased our waiting list by 15% and have 3,314 pre-applications on file as of June 2003. Due to the increase in the demand for our elderly/disabled developments we have decided not to continue our relationship with the Americorps program. As units, once occupied by Americorps participants, are vacated they will be prepared for lease for applicants on our waiting list.

The department achieved its HUD-approved occupancy rate of **94%**. Housing Management's projected goal is 97% occupancy for FY 2004, when adjusted for modernization.

We consistently update our Marketing Plan to maintain high occupancy at our elderly developments. Participation in community events, informational mailings to social service providers and advertising are all on-going efforts to improve our application intake. Efficiency units have traditionally been hard to lease. In FY 2003, 38% of our waiting list was waiting for an efficiency unit.



A Tenant Selection staff-person assisting a prospective resident

In FY 2003, management evicted 79 families from public housing. This is an increase of seven evictions over last year's total of 72. There has been a 350% increase in evictions since 1993 when 16 evictions took place. The majority of evictions (48) this year has been

for non-payment of rent. Drug evictions have increased to 13.9% of the total evictions. Managers work with residents to avoid eviction, but it becomes necessary to evict families who continually violate our policies. The PHA has a "One Strike, Your Out" policy when it comes to involvement in drug activity. The 'One Strike' law, passed in 1988, is enforced by the PHA.

Rent Collection

Collections are an important part of Housing Management's efforts. Good rent collections will improve the success of the PHA by providing much needed cash to pay our bills. In FY 2003 the department collected 95% of outstanding charges. In FY 2003, our objective was to collect no less than 93% of each month's charges. Our goal was achieved, management collected 94% of charges in the month the charge were due. The remaining money not collected is not lost, but carried over to the next month to be collected. Increases in resident's incomes have contributed to the increase in our average rent. More families are working and participating in self-sufficiency programs. We expect this trend to continue as families complete their programs and become successfully employed.

The housing market in the Rhode Island and surrounding states, (Connecticut and Massachusetts) have contributed to the increase in applications and occupancy at the PHA this year. Rents are increasing in all three states and property prices have been on the rise. Subsidized housing has been relatively stable during this time, which has increased demand. We compete with thousands of subsidized, federally assisted, and privately owned units in our area, and our success is providing a competitive product as we compete for our share of the subsidized housing market.

RESIDENT SELECTION OFFICE

Applications

A total of 1,601 new applications were received this year, a 16% increase from last year's 1,385 new applications. The family waiting list continues to be open through a pre-applications process. As of 30 June 2003, there were 3,314 families on the pre-applicant waiting list. An additional 507 have been transferred to the active waiting list or withdrawn for failing to respond to appointment letters. The waiting list for the elderly/disabled units has remained open to all qualified applicants.

Figure 1. New Applications Received FY 2003

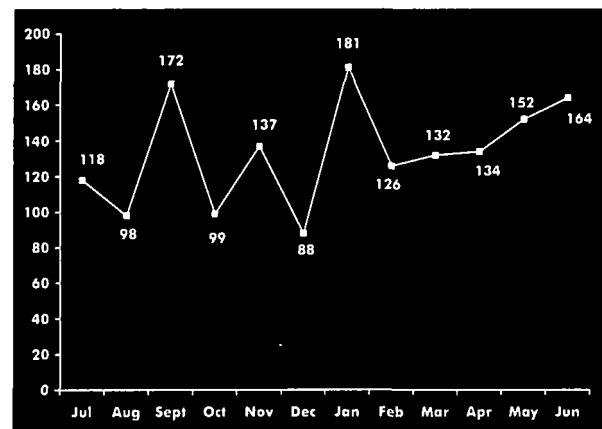
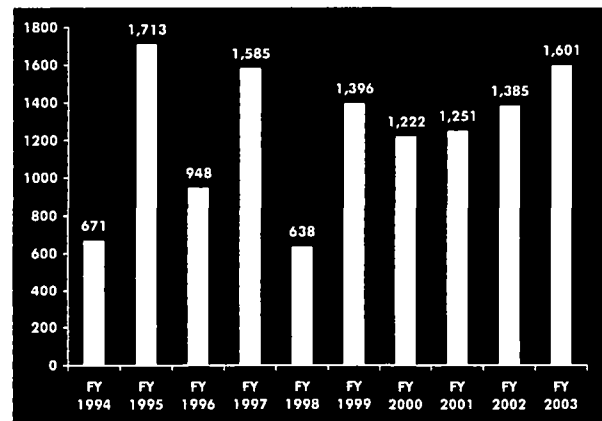


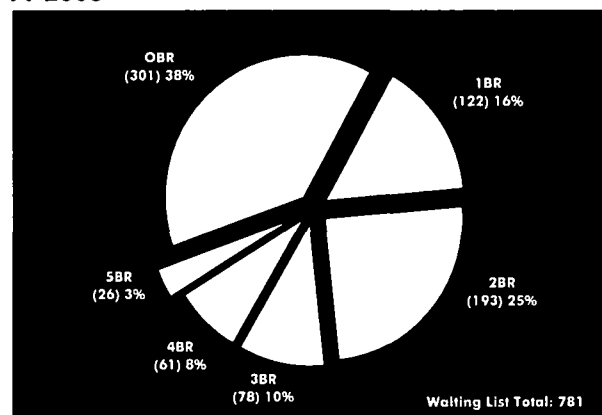
Figure 2. New Applications FY 1994 – FY 2003

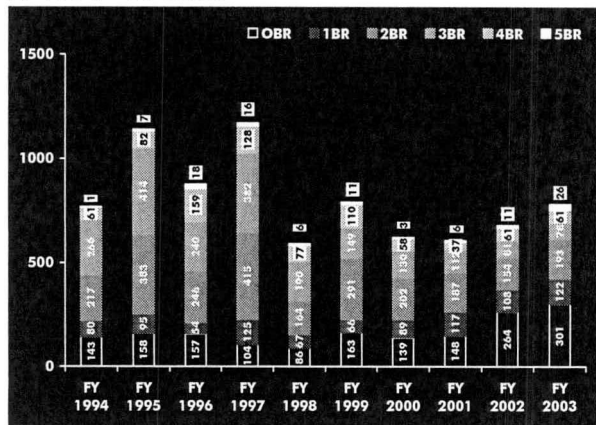


Waiting List

At the end of FY 2003, there were 781 individuals and families on the PHA's waiting list, a 15% increase from 679 in FY 2002. Applicants for efficiencies and two-bedroom units make up 38% and 25% of the waiting list, respectively. Applicants waiting for one-bedroom units and three-bedroom units comprise 16% and 10% of the waiting list. Eight percent of the applicants on the waiting list qualify for four-bedroom units. The remaining three percent are applying for five-bedroom units.

Figure 3. Waiting List by Number of Bedrooms FY 2003



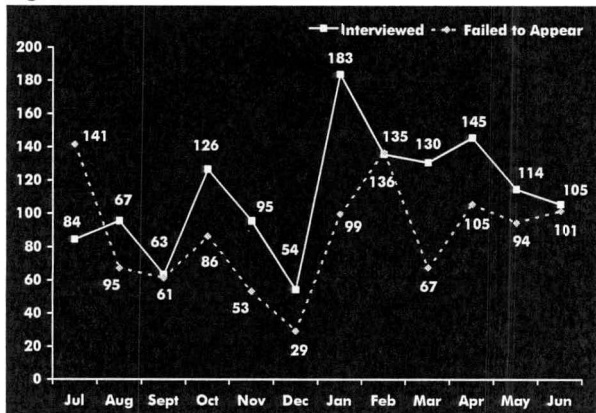
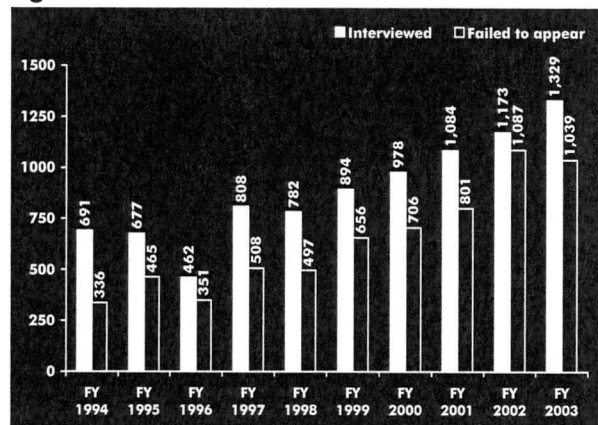
**Figure 4. Waiting List by Number of Bedrooms
FY 1994 – FY 2003**

Families presently comprise 47% of the applicants on the public housing waiting list. Because the average wait is long (approximately two-three years), families tend not to refuse units and, once they are admitted, stay in public housing for a longer period of time. This decreases the number of vacant units, thus increasing the average wait for new applicants.

Elderly/disabled developments, on the other hand, tend to have a higher turnover rate and thus a shorter waiting period. An elderly/disabled person can be housed in a studio apartment within 3-6 months from the date of application.

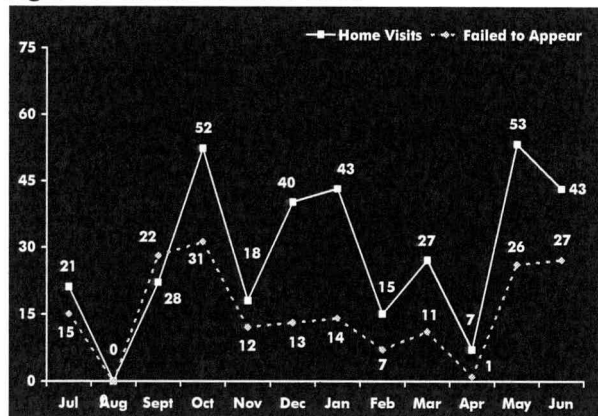
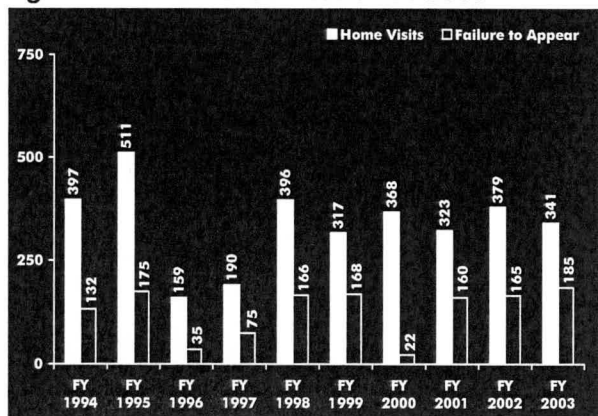
Applicant Interviews

The Resident Selection staff scheduled 2,368 interviews during FY 2003. This is a five percent increase from the 2,260 scheduled interviews in FY 2002. The staff actually conducted 1,329 interviews for prospective residents. An additional 1,039 (44%) applicants failed to appear for their scheduled interview. These numbers include the processing of the pre-applicants integrated to the waiting list and the elderly/disabled who continued to apply throughout the year.

Figure 5. Interviews FY 2003**Figure 6. Interviews FY 1994 – FY 2003**

Home Visits

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

Figure 7. Home Visits FY 2003**Figure 8. Home Visits FY 1994 – FY 2003**

In FY 2003, the Resident Selection Office scheduled 526 families for home visits. Of the scheduled visits, 341 home visits were conducted and 185 (35%) applicants did not keep the appointment. Applicants who do not have acceptable housekeeping habits or whose landlord testifies that they were poor tenants due to rent paying habits, damages or complaints, may be denied public housing. Of the 341 families visited, 89 (twenty-six percent) were denied housing based on the housekeeping conditions observed on the homevisit or the poor rental references received.

Applicant Denials

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

Figure 9. Applicant Denials FY 2003

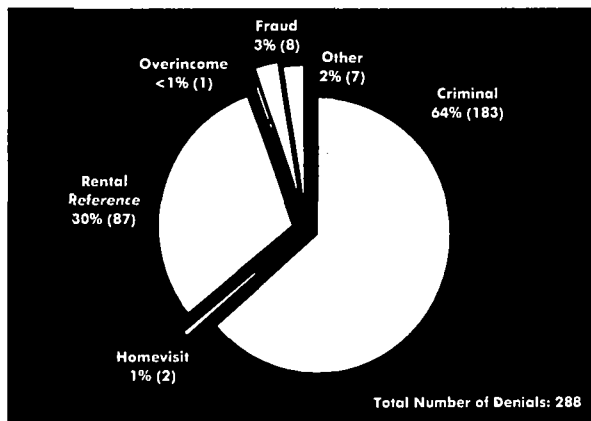
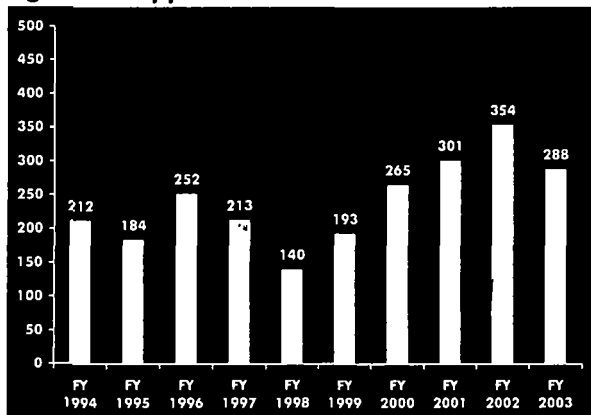


Figure 10. Applicant Denials FY 1994 - FY 2003



Resident Selection denies any applicant with a criminal record within the past 10 years. The PHA notifies ineligible applicants in writing. Any denied applicant may request an informal conference with the Resident Selection Manager to discuss the

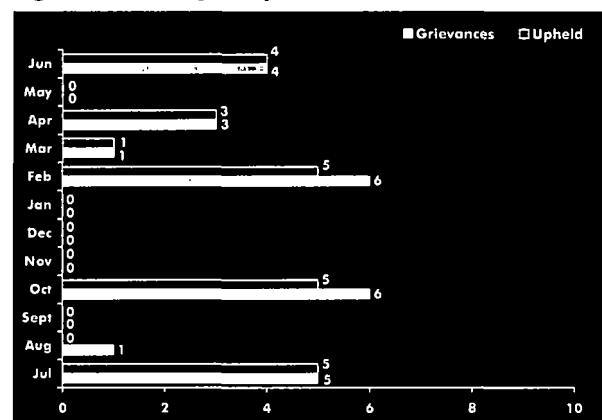
reasons for the denial. If the matter is not resolved, the applicant may request a formal grievance hearing with a three-member panel that determines final applicant eligibility.

There were a total of 288 applicant denials in FY 2003, a 19% decrease from last year's 354 denials. During FY 2003, the PHA denied housing to 183 applicants based on his/her criminal record, accounting for 64% of all denials. Unsatisfactory rental references are another reason for an applicant to be rejected. In FY 2003, 30% of the 288 denials were for poor rental references. An additional six percent were denied for other reasons.

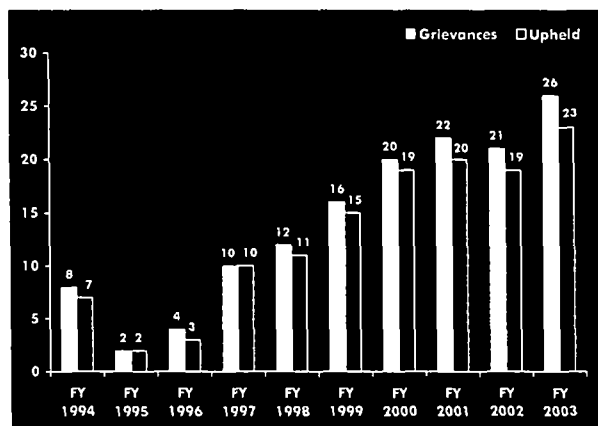
Ineligibility Conferences / Formal Grievance Hearings

Once an applicant is denied admission to public housing for any reason, he or she is afforded several opportunities to appeal the decision. The first step in an appeal is to schedule an informal conference with the Resident Selection Manager to request reconsideration of the decision. In FY 2003, the Resident Selection Manager conducted 112 informal conferences and reversed the initial determination of ineligibility in eight (seven percent) instances when the applicant provided information or references that attested to the applicant's ability to meet PHA resident selection standards. Should the applicant still be denied admission, he or she may request a formal grievance hearing before a three-person panel comprised of a PHA staff member, a public housing resident, and a member of a nonprofit social service agency. In FY 2003, twenty-six (26) formal grievance hearings were held and the panel upheld the PHA's initial ruling in all but three cases.

Figure 11. Ineligibility Conferences FY 2003



**Figure 12 Ineligibility Conferences
FY 1994 – FY 2003**

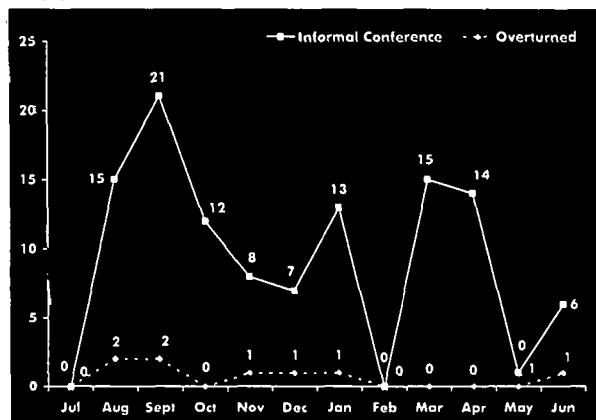


Preparation for Community Living

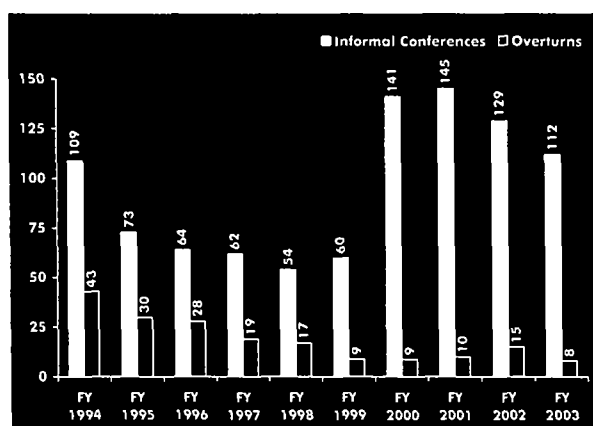
Upon completion of the screening process, but before being offered a unit, applicants are scheduled to attend the one-day session of the Preparation for Community Living Program. This program includes an orientation about the remaining application process and leasing procedures. It also instructs residents on how to budget their funds, minor maintenance and other topics that will assist them to live a public housing community. Applicants who do not attend the scheduled Preparation for Community Living Program are denied admission.

This program [Preparation for Community Living] includes an orientation about the remaining application process and leasing procedures. It also instructs residents on how to budget their funds, minor maintenance and other topics that will assist them to live a public housing community.

**Figure 13. Unit Offers: Accepted/Refused
FY 2003**



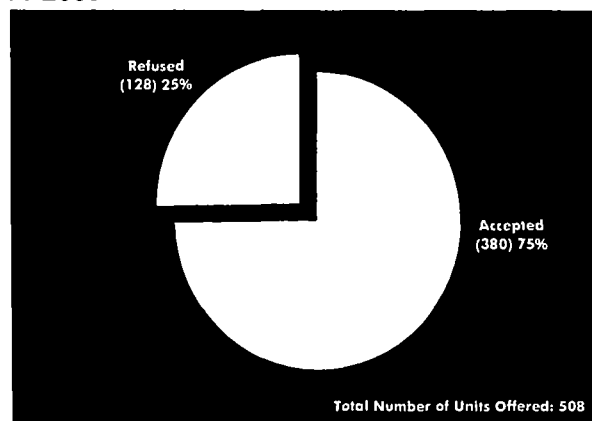
**Figure 14. Unit Offers: Accepted/Refused
FY 1994 – FY 2003**



Unit Offers: Accepted/Refused

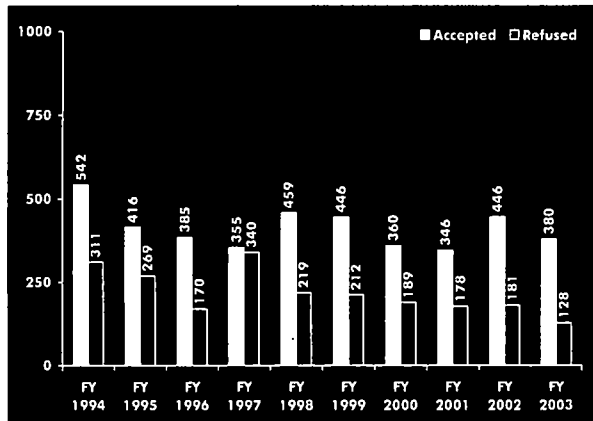
When an applicant's name reaches the top of the waiting list he or she is offered a unit at the development with the highest number of vacancies. Applicants are not allowed to wait at the top of the waiting list until a unit is available at the development of his or her choice.

**Figure 15. Unit Offers: Accepted + Refused
FY 2003**



In FY 2003, the PHA offered 508 units to applicants on the waiting list. Of this number, 380 (75%) families/individuals responded and accepted units and 128 (25%) did not respond or refused units. An additional 16 applicant folders were remitted to the developments and returned for various reasons.

Figure 16 – Unit Offers: Accepted and Refused FY 1994 – FY 2003

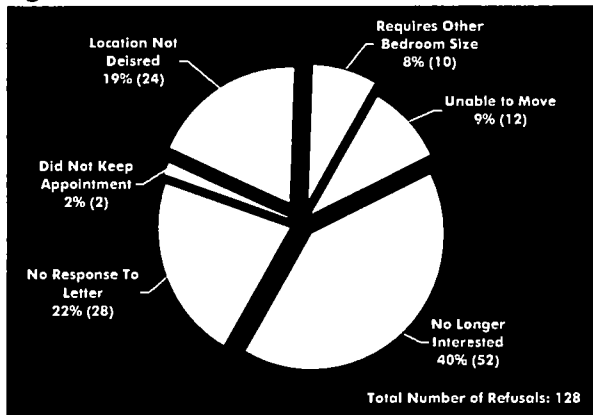


With the exception of FY97, the percentage of units refused has remained consistent. FY 2003 shows the lowest percentage of units refused in the past ten years. Through the pre-application process, we have the ability to control the number of applicants on our active waiting list. When the waiting list is manageable we are able to have personal contact with applicants as they approach the top of the waiting list and prepare them for their offer of public housing. This ability to keep our applicants informed of their progress on the waiting list has resulted in fewer refusals.

Reasons for Unit Refusals

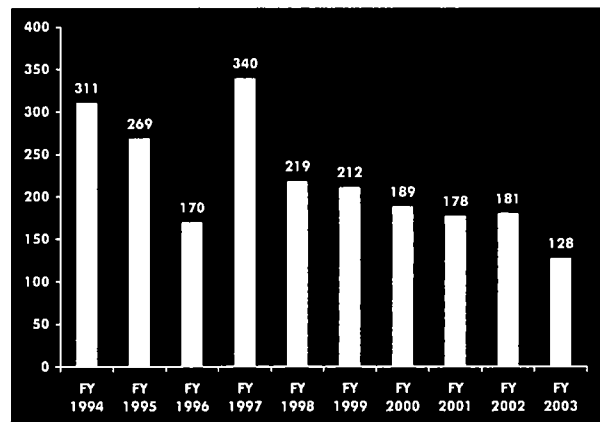
When an applicant refuses a unit or does not answer the Manager's notice of an available unit, the file is returned to the Resident Selection Office which tracks the reasons for the refusals on a monthly basis. The PHA uses this information to determine flaws in its marketing strategies and applicant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

Figure 17. Reasons for Unit Refusals FY 2003



The primary reason for unit refusal in FY 2003 was no longer interested (41%), followed by failure to respond (22%) and location not desired (19%). Anyone refusing a unit is dropped to the bottom of the waiting 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.

Figure 18. Unit Refusals FY 1994 – FY 2003



OCCUPANCY DATA

Occupancy has improved in FY 2003. Our occupancy rate for the year is 97%, which is 2% above last year, and is the highest occupancy rate achieved in the past several years. The housing market in Providence is getting tighter and this has resulted in an increase of 16% in our applicant waiting pool. Our approved HUD occupancy rate in FY 2003 and FY2002 was 95%. The goal is to be achieved on a monthly basis, and in FY 2003 the goal was exceeded each month. We exceeded our annual occupancy goal this fiscal year, as well. Our success this year is not without some problems. Management continues to experience problems leasing units in high crime areas. The reporting of shootings in our large family developments has a negative impact on occupancy. We continue to provide incentives to lease units in high crime areas. Management has offered to waive the security deposit if a family first refuses the unit. Hard to lease units may be offered to applicants several times before finding a family to accept the unit. The Executive Director had reduced the number of transfers being facilitated in FY 2002. Transfers have a negative impact on occupancy. They require the efforts to lease the unit and work to prepare the unit for occupancy but do not increase occupancy. At the close of this fiscal year our transfer waiting list was 322 families waiting to be transferred. The Executive Director has allowed the Housing Management Department to increase transfers of current families.

This increases customer satisfaction and helps retain our tenant base. Other factors that impact on occupancy is our own Family Self Sufficiency (FSS) and Section 8 programs. As families are called to participate or complete these programs, they leave the public housing program. Our Family Self Sufficiency (FSS) program leads to economic independence, but also increases vacates and transfers of residents. Our homeownership program is a positive step for a family, but also has moved families out of public housing. One aspect of the PHA's mission as an agency is to encourage economic independence, so although these programs may have a negative impact on public housing occupancy, they are in line with our mission.

Occupancy at our elderly/disabled developments has improved. Efficiency units have been a problem for the department, but the changing housing market and our marketing efforts have had a positive impact on occupancy. In FY 2003 management leased efficiency units (maximum 26 units) to Americorps participants. In FY 2004 we will no longer provide units to Americorps participants. We have an adequate supply of applicants for efficiency units and will fill vacant units from our waiting list

Figure 19. Lease Rate FY 2003

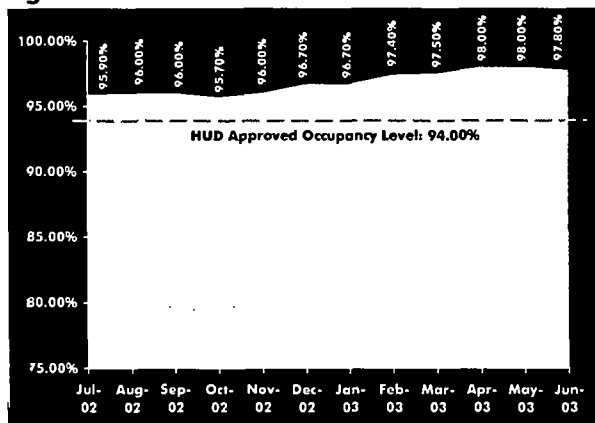
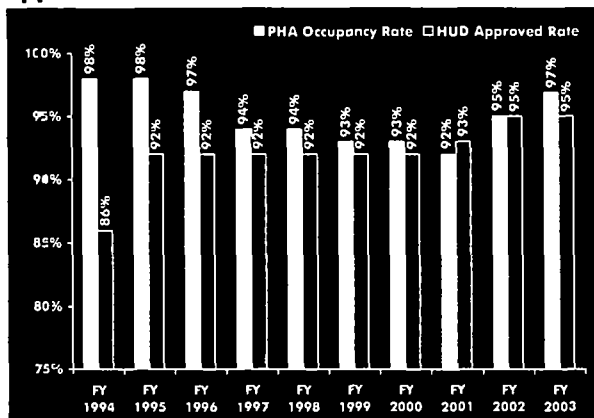


Figure 20. Occupancy Rate Compared to HUD Approved Level FY 1994 - FY 2003

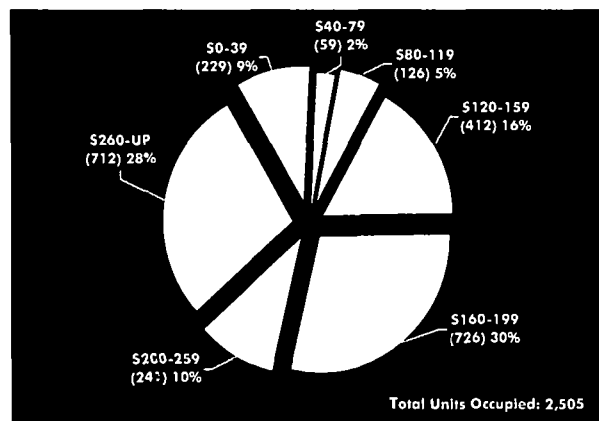


The Housing Management Department has achieved the HUD-approved occupancy goal nine of the past ten years. Figure 20 illustrates that over the course of 10 fiscal years, occupancy has not fluctuated more than 6%. In FY 2001 we failed by 1% to achieve the HUD approved occupancy rate.

Rent Distribution

All Public Housing families are recertified each year. Residents are given the opportunity to choose a flat rent or income-based rent (30% of a family's annual adjusted income). If a family's income-based rent is more than the flat rent for their bedroom size, the family will typically choose the flat rent. When a flat rent is chosen, rent will remain the same amount for three years, unless the family requests a change to an income-based calculation, or the flat rent scale changes. The rents at the PHA range from zero dollars (with an exemption to the set minimum rent of twenty five dollars) to several hundred dollars per month. Rents in public housing include utilities.

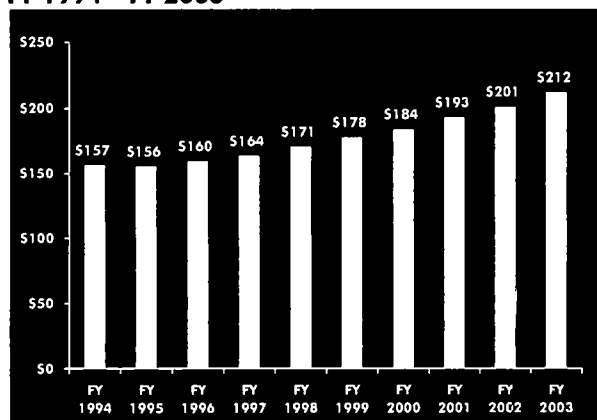
Figure 21. Tenant Rent Ranges FY 2003



In FY 2003, our largest rent range increase was an additional 114 families paying \$260.00 or more per month for rent. This is an increase of 19.1% in our largest rent-paying category. Rents from \$0 to \$39.00 per month increased by 8.5%. Our largest decrease (15.8%) in rents was in the \$40.00 to \$79.00 range. This range dropped by 11 families. Residents continue to participate in self-sufficiency programs, and with the reinstating of the Community Service Rule we expect rents to continue to climb. Residents are being encouraged to work and HUD has provided incentives for families by exempting some income of working family members. Families with higher incomes have caused an increase in our average rent and an upward trend in our rent ranges. The Housing Management Department tracks income data. The information collected is used to improve our marketing efforts and attract families from different income ranges. Our

only waiting list preference is to house working families in one out of four new admissions. This happens naturally with more families with working members applying for public housing. A family's success contributes to the PHA's success by driving our rent base up.

**Figure 22. Average Tenant Rent
FY 1994 – FY 2003**



Included in the rent range between \$0 and \$39 per month, are families claiming no income. These families pay the PHA's minimum rent, which is currently \$25.00 per month. This rent range increased by 18 families this year. A family may have money but not income, which is what is used to calculate tenant rent.

Table 2. Rent Distribution FY 1994 – FY 2003

Year	Number of Residents Paying \$0 - \$39	Percent Change from Previous Year	Number of Residents Paying \$60+	Percent Change from Previous Year
FY 1994	281	128. %	266	10.3%
FY 1995	310	10.3%	286	7.5%
FY 1996	309	.3%	287	0.3%
FY 1997	292	-5.5%	347	12.9%
FY 1998	272	6.9%	397	12.5%
FY 1999	291	7.0%	466	14.8%
FY 2000	228	-3.0%	491	5.0%
FY 2001	203	-10.9%	543	9.5%
FY 2002	211	3.9%	598	10.1%
FY 2003	229	8.50%	712	16.0

Unit Turn-Arounds

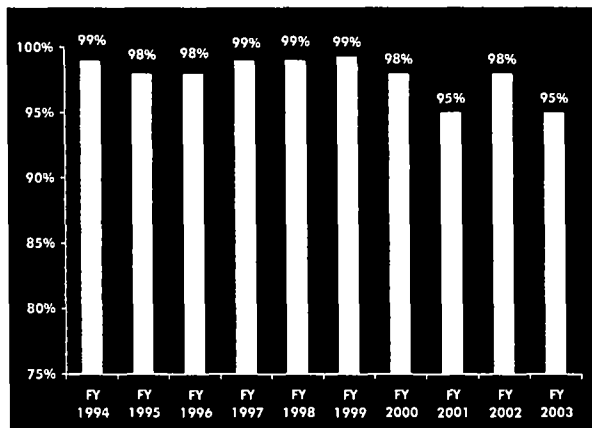
Housing Management's objective is to achieve a unit turnaround time of 10 days or less. We achieved this during FY03. Our average unit turnaround time is 9.9 days in FY 2003. Unit turnaround time is broken down into three components: down days, make ready days and lease up days. Management is responsible for down days and lease up days. Down days are the days between the time a unit is vacated to the time it is given to Facilities Management to prepare the unit for leasing. Lease up days start when Facilities Management returns the unit to management to the day the unit is leased. In FY 2002, Housing Management's average unit turnaround time was 19.5 days. Adjustments are allowed if the reason a unit cannot be leased is beyond management's control. Adjustments are made for units in high-crime areas, or units being used by the police for surveillance, or for modernization.

Table 3. Unit Turn Around FY 2003

	Facilities Management	Housing Management	Total Days
Jul-02	26.7	13.2	39.9
Aug-02	30.2	13.7	44.2
Sep-02	32.8	12.5	45.3
Oct-02	32.8	10.3	43.1
Nov-02	38.2	8.3	46.5
Dec-02	45.3	8.2	53.5
Jan-03	36.8	9.6	46.5
Feb-03	33.3	8.3	41.6
Mar-03	27.2	10.1	37.3
Apr-03	26.8	9.4	36.3
May-03	21.9	8	29.9
Jun-03	18.75	5.5	24.2
Total	31.77	9.99	41.77

RENT COLLECTIONS

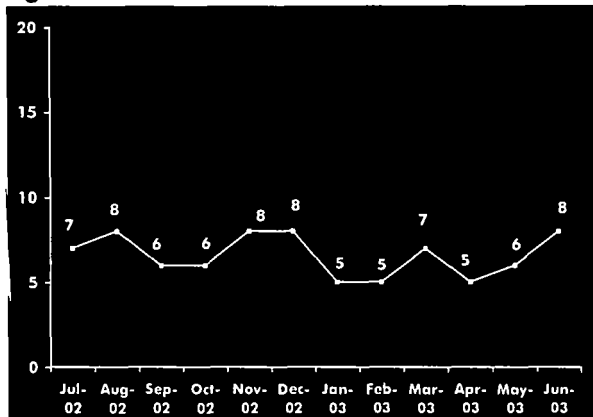
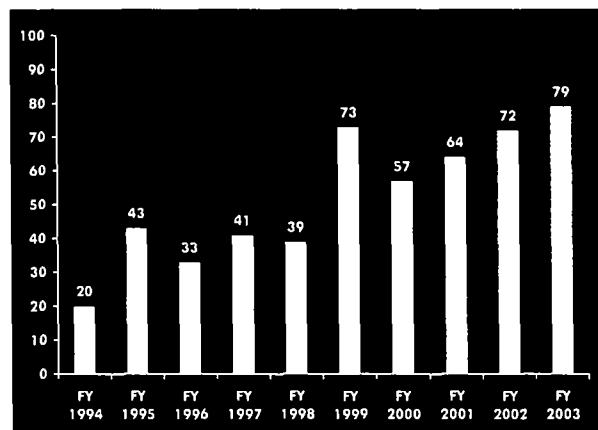
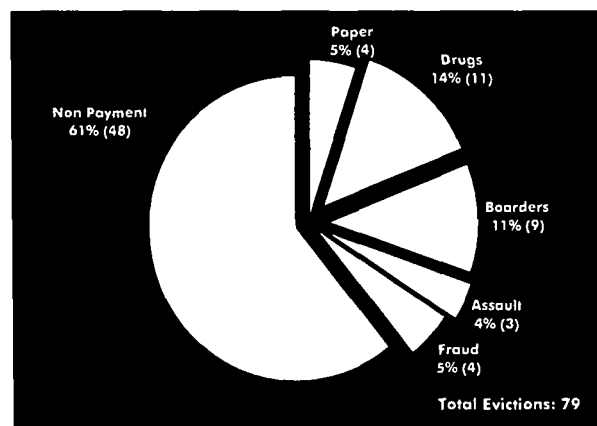
In FY2003, the department achieved its overall collection objective of 93% or more of rents charged. In our family developments the rent collection objective is 92%; 94% in the elderly/disabled developments. In FY 2003 the Housing Management Department collected 95% of all rents charged. These objectives are monitored in our Goals Management Plan (GMP). The Director of Housing Management also reviews management goals with staff during manager's meetings and on an individual basis.

**Figure 23. Rent Collection Rates
FY 1994 – FY 2003**

MANAGEMENT ACTION

Evictions

A total of 79 families were evicted from the Public Housing program in FY 2003, an increase of 9.7% (7 evictions) over last year's total. Evictions for drug related activity increased this year from four evictions last year to eleven this year. Under the PHA's "One-Strike" policy residents must initial a clause in their lease, which explains drug activity in our units equals eviction. The majority of evictions (48) were for non-payment of rent. Staff does work with residents to avoid eviction, but sometimes it is inevitable. In compliance with Rhode Island State Law a family is allowed to pay rent late only once in a running 12 month period. On the second offense the landlord can refuse the rent if the case has been filed with the court. The PHA may opt to evict the family, or enter into a court ordered stipulation to allow the family to stay with conditions. The judge is allowed the final determination. The judge can agree to a stipulation, have it changed or make a decision with no consideration to a stipulation.

Figure 24. Evictions FY 2003**Figure 25. Evictions FY 1994 – FY 2003****Figure 26. Reasons for Eviction FY 2003**

Eviction Actions

An eviction action is when a manager determines when a tenant is not complying with their lease. The manager will schedule a meeting with the tenant, and give them an opportunity to explain their circumstances. This meeting gives the manager a chance to express the importance of paying rent on time or explain the section of the lease the tenant is violating. The manager must determine if a court action is necessary by considering the circumstances. The solution may be to enter into a rental agreement (one per year) with the family, issue a warning or proceed with court action.

Management staff makes every effort to prevent evictions through counseling, but repeat violators and non-curable offenses result in a physical eviction. Our Resident Selection Office maintains a record of evicted tenants. Applicants with a public housing eviction record are automatically denied readmission for one year, and if evicted for drugs, three years. Any monies owed to the PHA must be paid before the family can be considered for housing. Families will also be denied if they owe monies to other housing authorities as well.

Table 4. Evictions FY 2003

Eviction Type	Number
Actual Court Judgment Without Truck	39
Actual Court Judgment With Truck	18
On Eviction, Vacated Without Court	22
Total	79

Table 5. Drug Related Evictions FY 1997 - FY 2002

Year	Number of Evictions	Percent of Total Evictions
FY 1997	3/41	7%
FY 1998	5/39	13%
FY 1999	7/73	10%
FY 2000	3/57	5%
FY 2001	1/64	2%
FY 2002	4/72	6%
FY 2003	11/79	14%

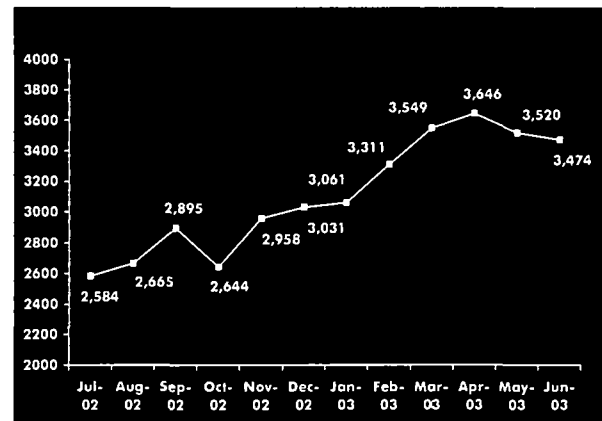
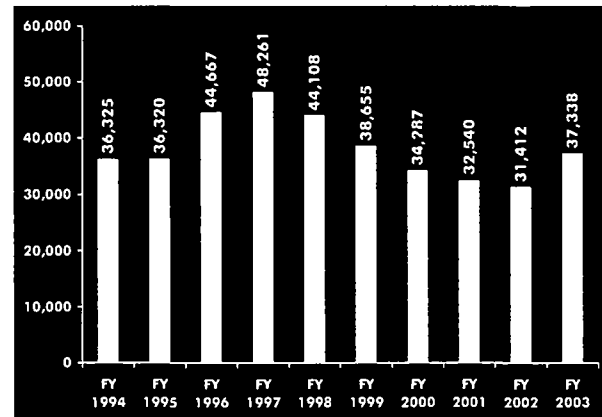
In FY 1996 the PHA implemented a "One Strike" policy for drug related offenses in public housing. Any resident/family member involved in drug activity could cause the family to be evicted. In FY 1997 we began to track the reasons for eviction to determine the success of our new policy.

Evictions for drug related activity increased in FY 2003. A total of 13.9% (11 families) of our evictions were for drug related activity. Only 6.0% of our total evictions last year were for drug related reasons. Our "One Strike" policy has had an impact on the number of families being evicted for drug related activity. This year, management has increased efforts to identify families who are involved in drug activity. Some families move before we take them to court. Other families are evicted for multiple reasons and the manager must determine the predominant reason. Management does work with families who have a family member involved in drug activity. We allow the family to remain in a unit if the family removes the household member identified as a drug violator. Last year the Supreme Court up-held HUD's "One Strike" policy and enforcement of evicting families because of a family member involved in drug activity. This support has been helpful when bringing drug related cases to our local courts.

MANAGEMENT FUNCTIONS

Management Conferences

A management conference is a meeting between an office staff person and a resident. We track these meetings to determine the volume of traffic in a management office. In FY 2003 management conducted 37,338 meetings. This is an increase of 5,926 meetings over last year's total of 31,412 management conferences held. These meetings are held daily to discuss problems, share information, process recertifications, among other things.

Figure 27. Management Conferences FY 2003**Figure 28. Management Conferences FY 1994 - FY 2003**

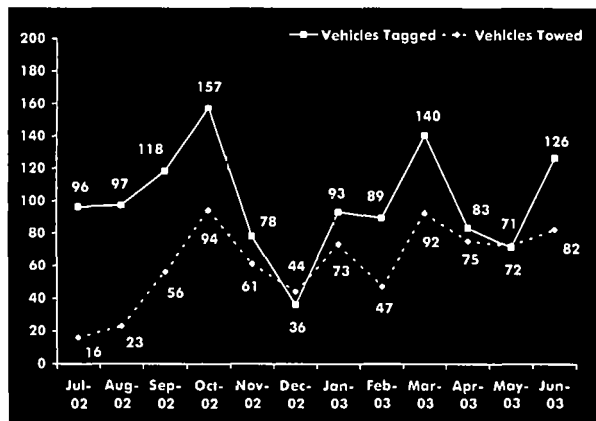
Vehicles Tagged / Towed

Parking problems continue to plague the PHA. Guests, visitors, residents, employees, and vendors scramble to find a place to park. In our family developments residents are authorized up to two stickers per household and in our elderly developments they are authorized one per household. To qualify for a sticker a vehicle must be registered to a resident currently on the lease. In addition to a permanent parking sticker, management offices have temporary visitor's passes. A

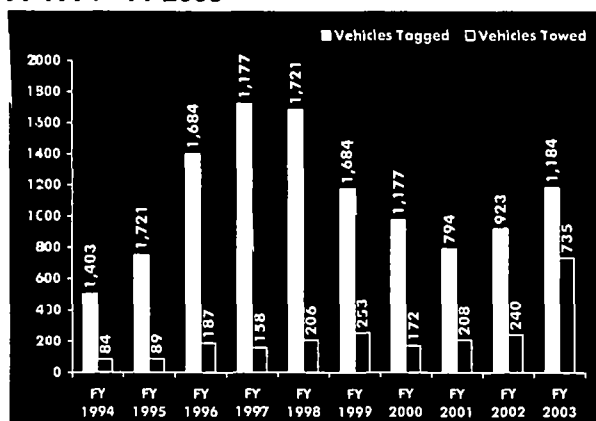
visitor's pass is a temporary permit issued to guests by a management office to help control the flow of vehicles in the parking areas. Permanent parking passes are issued to each PHA development. The parking passes are color coded with a two letter alphabetical prefix that identifies the issuing development. A numerical sequence identifies the resident issued the sticker. The PHA does designate parking spaces for handicapped/disabled residents, but does not assign parking at any development. Residents would then expect management to resolve issues when someone parks in their parking space.

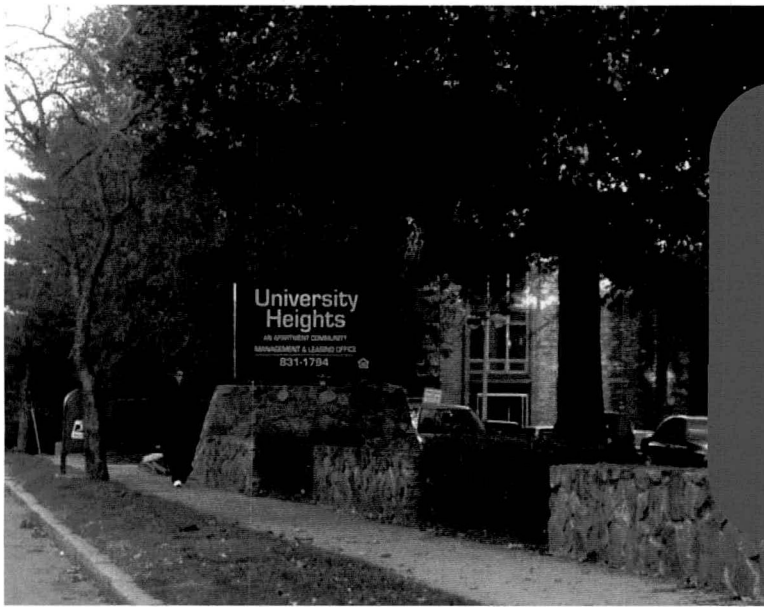
In FY 2003, management has had problems towing vehicles. Some tow companies claim they do not have room in their lots to store vehicles removed from public housing sites. Management working with the police department has combined our records to determine the total quantity of vehicles being removed from our developments. Management and Security reported tagging 1,184 and towing 735 vehicles from our developments this past fiscal year. In the previous year, management reported only 240 vehicles being towed. The Executive Director has requested additional tow companies be hired to handle our high demand for towing and vehicle storage.

**Figure 29. Vehicles Tagged + Towed
FY 2003**



**Figure 30. Vehicles Tagged / Towed
FY 1994 - FY 2003**





University Heights in the Mount Hope neighborhood, where some Providence Section 8 units are located

Department of Leased Housing

DIRECTOR'S SUMMARY

The sixteen (16) staff members of the Department of Leased Housing are responsible for the daily administration of the Providence Housing Authority's Section 8 Rental Assistance Programs. This includes maintaining the waiting list, screening, educating participants, negotiating rents, processing new leases and changes in payments, annual and complaint inspections, tracking repayments and fraud as well as assisting participants and owners in resolving differences.

The total number of subsidies administered (including transfers) reached 3,226 during this fiscal year. This is a five percent (5%) increase since the prior fiscal year due primarily to the new transfers and an allocation of enhanced vouchers for Melrose Place.

The Director of Leased Housing supervises the overall operations of the department. The assisting staff consists of the Senior Program Representative, seven Program Representatives (three of whom are level II.), one Interviewer, one Application Specialist, three Housing Inspectors, one Computer Operator, and one Clerk Typist. The Interviewer is a new position assisting the Program Representatives with the increasing number of recertification interviews. The Fraud Investigator formerly included in this department now reports to Security.

The departmental staff is very knowledgeable and experienced with an average of 12.5 years working within the Providence Housing Authority and an average of eight years within the department. Only four employees (27%) have worked exclusively in the Leased Housing Department. The other 12 (73%) have been employed in Housing Management,

Facilities Management or Security. The staff must demonstrate good communication and negotiation skills since they interact on a daily basis with applicants, participants, property owners, agents, attorneys, other housing authorities and social service agencies.

During this fiscal year, the Leased Housing Department assisted 2,831 participating families, 395 transfers from other cities, 437 families on the waiting list and 2,000 on the pre-application list. The Section 8 program, which provides rental assistance to low-income and very-low-income families, consists of four smaller programs:

- Existing Certificates (141 units)
- Housing Choice Vouchers (2,010 units)
- Moderate Rehabilitation (300 units)
- 11-B Developments (380 units)

The departmental staff is very knowledgeable and experienced with an average of 12.5 years working within the Providence Housing Authority and an average of eight years within the department.

The total number of subsidies allocated to the agency by HUD increased by 42 vouchers this year. These vouchers were issued for use by families residing at Melrose Place at the time of the sale of the development.

During 1999, federal regulations were changed which resulted in a shift making the Housing Choice Voucher Program the largest program. Vouchers are classified as tenant-based assistance and are issued to eligible

families from the waiting list. These subsidies travel with the family as they move to various locations within the United States and its territories.

More than a thousand certificates went through the merging process with the exception of the 141 families in the Project Based (site based) Program. These units were "grandfathered" to remain under the Certificate regulations as stipulated in their contracts.

The Moderate Rehabilitation and Substantial Rehabilitation (11-B) programs are also site-based assistance; i.e., families are assisted only while living in a particular unit with the subsidy. These two programs presently comprise 24% of all subsidies.

There are now four special programs funded through the Certificate, Voucher and Moderate Rehabilitation Programs: Family Self-Sufficiency (FSS), Project Based Assistance (PBA), Single Room Occupancy (SRO) and the most recent program, Homeownership.

Family Self Sufficiency (FSS) combines rental assistance with job training to encourage economic self-sufficiency among residents. Twenty-seven certificates were originally designated for participants in this program. Most of the original participants completed the five-year program during recent fiscal years; therefore, the staff of both the Department of Rental Housing and the Department of Special Projects continue to make attempts each month to outreach to new families during orientation sessions, leasing, and recertification appointments. These efforts have resulted in new families enrolled in the program during this fiscal year for a total of 21.

The 141 project based units (PBA) are site specific and are intended to create a stable supply of additional rental units; the subsidy remains with the unit. This year, the final phase of units was brought on line at Arbor Glen.

Single room occupancy units (SRO) are low-service, one-room apartments with all utilities included designed as transitory residences for low-income individuals.

The Homeownership Program began this fiscal year. It allows qualified participants in the Housing Choice Voucher Program to buy their own home. The first participant completed the process and closed on a home in June 2003. The subsidy, which would otherwise go to the owner, will now be sent directly to the participant to assist in meeting mortgage payments and other homeownership expenses.

RENTAL SURVEY

The rental survey is a tool used to assist the department in assuring that rents are reasonable, taking into consideration location, size, type and condition of the unit. It is also used to determine how high the Payment Standard must be set. Since the family's portion is capped at 40% of its adjusted income, the Payment Standard must be high enough so that reasonable units are affordable.

Presently, the Payment Standard is set at 110% of the Fair Market Rent (FMR) for most of the city and 120% for units on the East Side. These are the maximum limits allowed by HUD. From the inception of the Section 8 Program until March 2000, the Payment Standard was at 90% of the FMR. Due to rising housing costs, the Payment Standard was increased to 100%, 106% and finally to 110%. With the rental market booming, it is increasingly difficult for families to find an affordable unit even though the payment standards are set at the maximum.

The rental survey was conducted annually by the Planning Department; however, in order to keep up with the rapid increases in a very tight rental market, the rent survey is now updated quarterly.

Table 1. Special Programs FY 2003

Program	Contracted	Leased	Funding Source
Family Self Sufficiency	27	21	Vouchers
Project Based Assistance	141	132	Certificates
Single Room Occupancy	183	172	Moderate Rehabilitation
Homeowner-ship	N/A	1	Vouchers

PORTABILITY

As of October 2, 1995, federal regulations gave all tenant-based subsidies the ability to move to other cities, states, and U.S. territories. This change added numerous administrative burdens such as monthly billing, absorbing, tracking and coordinating moves with other housing authorities. Portability impacted the program heavily -- resulting in a net loss of 61 families during fiscal year 1994. More families transferred out of the city than moved into Providence through FY1998. If this trend continued, a serious erosion of our administrative fee income would be at stake. Since FY 1999, however, there has been a

consistent increase. During FY 2003, the department provided services to 395 transfers for which the agency earns additional administrative fees. The net increase equaled 263 subsidies above the PHA's normal allocation. This is an eighty-seven percent (87%) increase from FY2002. This change can be attributed to the tighter rental market throughout the state. Although Providence is also experiencing the tight market, it has the largest number of rental units available.

This fiscal year, 309 new families transferred into the city to find housing. Less than five percent (5%) of these families were absorbed into our program. This was done only at the request of other housing authorities that were over budget. Since our budget utilization and lease rate were high, the transfers were processed in addition to our regular allocation of vouchers.

While the increased practice by other housing authorities of absorbing families moving into their jurisdiction eliminates the burden of billing for them and boosts their lease rates, it is a burden to the initial housing authority due to the constant turnover of subsidies that must be re-leased. Fifty-seven (32%) of the vouchers turned over this year were attributed to other housing authorities absorbing our clients – usually at critical reporting periods so that their lease rates would be higher. Of those applicants who just received a voucher this fiscal year, only two families (<1 %) moved to another city.

Table 2. Voucher Portability FY 2003

Program	Incoming	Outgoing	Net Effect
Certificates	N/A	N/A	+N/A
Vouchers	395	1329	+263
Total	395	132	+263



A Leased Housing Program Representative posting updated waiting list information

Table 3. Voucher and Certificate Portability FY 1994 - FY 2003

Fiscal Year	Incoming Portability		Outgoing Portability		Net Effect
	Certificates	Vouchers	Certificates	Vouchers	
FY 1994	150	0	211	0	-61
FY 1995	177	0	216	0	-56
FY 1996	230	0	242	0	-12
FY 1997	250	0	280	0	-30
FY 1998	194	56	147	131	-28
FY 1999	164	51	86	99	+30
FY 2000	132	116	62	85	+101
FY 2001	N/A	301	N/A	136	+165
FY 2002	N/A	260	N/A	119	+141
FY 2003	N/A	395	N/A	132	+263

SINGLE ROOM OCCUPANCY (SRO)

Moderate Rehabilitation funds are used to subsidize a total of 183 units as Single Room Occupancy (SRO). The Travelers Aid Tower (formerly known as the YMCA Tower) located on Broad Street has been operational since 1990 and Advent House located in the West End neighborhood since 1993. Five years ago, residents began leasing units at the Advent Apartments (located in the Federal Hill neighborhood). These developments, at times, have high vacancies due to the transient nature of its tenants; there are eleven (11) vacant units among all the developments at the present time.

Table 4. SRO Projects FY 2003

Development	Number of Units	Status
YMCA Tower	90	Complete / Operational
Advent House	34	Complete / Operational
Advent-Gemini Apartments	59	Complete / Operational
Total	183	

PROJECT BASED ASSISTANCE

Federal regulations allow housing authorities to set aside a maximum of 15% of its Section 8 Existing Certificates as a Project Based Assistance Program. At the beginning of FY 2000, the PHA supported several small projects with Project Based assistance for a total of 51 units. In August 1999, a public notice was posted for proposals from owners to upgrade the property and receive Project Based assistance for their tenants. Since that time, 89 additional units have been rehabilitated and leased at Elmwood Commons and Arbor Glen.

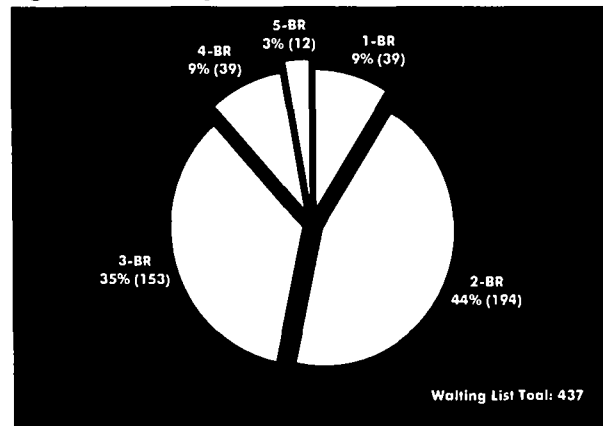
Table 5. PBA Projects FY 2003

Development	Number of Units	Status
University Heights	21	Complete / Operational
Niagara Place	18	Complete / Operational
Historic West End II	7	Complete / Operational
Good News housing	5	Complete / Operational
Elmwood Commons	30	Complete / Operational
Arbor Glen	60	Complete / Operational
Total	141	

WAITING LIST

During the past ten years, the waiting list for Section 8 assistance has been open only once: October 2, 1998. At that time, pre-applications were distributed at the Roger Williams Park Casino. Although 4,000 pre-applications were distributed, only 3,345 pre-applications were completed and returned by mail within the two-week deadline. The pre-applications were assigned a number as they were pulled from hundreds delivered each day. A waiting list of 500 applicants is manageable; so, as the list requires additional names, the families on the pre-application list are contacted to come into the office to file a more extensive application. They are moved to the bottom of the waiting list retaining their original order. As of June 2003, 1,448 pre-applicants have moved to the waiting list. As indicated in the chart below, the greatest demand (in descending order of need) is: 194 two-bedroom units (44%), 153 three-bedroom units (35%), 39 one-bedroom units (9%), 39 four-bedroom units (9%) and 12 five-bedroom units (3%).

Figure 1. Waiting List by Bedroom Size FY 2003



INTERVIEWS CONDUCTED

During the interview process, the Application Specialist verifies family composition, household income, citizenship status and qualifications for any deductions. During this fiscal year, 84 families from the PHA waiting list were interviewed. Since there were no new allocations with the exception of sixteen (16) additional vouchers not used by Melrose Place, vouchers were issued only when subsidies were turned over through absorption, eviction, etc. (see Table 9 - Reasons for Termination)

SCREENING

The Leased Housing staff processed 236 applications to verify eligibility this fiscal year. Of those families from the PHA's waiting list, 84 successfully completed the process and 35 (42%) have already received a voucher. Voucher issuance was lower this fiscal year than in previous years because the budget utilization was high (106%). The 309 transfers who moved into Providence also completed the same screening process since information forwarded by the initial housing authority is minimal and often criminal checks are not done. Those who had violent or drug related charges were returned to the initial housing authority.

The average time for voucher holders to find a suitable unit was 87 days during the last quarter of the fiscal year which is an increase of eleven (11) days since last year. This average has continued to rise for the past two years. For this reason, the departmental policy changed to allow for the maximum number of extensions (120 days) to move. The tightening of the rental market, owners selling units, owners who want hundreds of dollars more than the program allows, changes in lead paint regulations, families who do not want to remain in their current unit after receiving a voucher, and emphasis during briefings on what to

look for in a unit have all impacted the time spent searching for an appropriate unit.

During the screening process for those on the waiting list, five families (6%) of the 84 families interviewed were classified as ineligible. Three families (60%) had an annual income in excess of the HUD-approved limits and two (40%) had recent criminal activity. This year the screening process had taken longer since anyone with an out of state record must be fingerprinted and wait 6-8 weeks for the results to be returned from the FBI. The percentage of ineligible families has remained consistent for several years. Each family denied for cause has the right to request a hearing. All five families (100%) took advantage of this opportunity and after the informal hearing with the Department Director, three (60%) decisions were reversed upon receipt of additional documentation.

An additional 147 applicants (62% of those processed) were removed from the list because they either received a letter to which they failed to respond, or moved without a forwarding address.

The staff also conducted screening for the families residing at Melrose Place at the time of the sale of the property. While 44 vouchers were received, only 27 families were living there at that time. All families completed the same screening process: a check for back rent owed to the PHA, criminal background check, and determination of income eligibility. Less than 7% of the families were denied assistance: one for criminal activity and one for being over the income limits.

Table 6. Applicant Screening in FY 2003

Total Applicants Processed	Total Vouchers Issued	Ineligible Applicants
263*	60**	6***

* Of this total, 27 were at Melrose Place.

** Of this total, 25 were at Melrose Place

*** Of this total, two were at Melrose Place

TURNOVERS

Turnover Rate

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

The average monthly rate of subsidy turnovers has decreased from 2.2% to 1.8% overall during FY 2003. This is due to more compliance in fulfilling family

obligations as well as the tight rental market. Families cannot afford to lose their subsidy. The majority of these turnovers, however, are not loss of assistance but rather those absorbed by other housing authorities.

This year the screening process had taken longer since anyone with an out of state record must be fingerprinted and wait 6-8 weeks for the results to be returned from the FBI.

The annual rates by program were 6.3% for Certificates/Vouchers and 48% for Moderate Rehabilitation. This represents a 3.3% decrease in turnovers in the Certificate/Voucher Program from FY 2000; however, the Moderate Rehabilitation Program increased 2%. This may be attributed to the transient nature of their tenants as well as the contracts expiring in some of the smaller projects.

Table 7. Turnover Rate FY 2003

Month	Certificates	Vouchers	Moderate Rehabilitation
July 2002	0.8%	1.1%	4.3%
August 2002	0.8%	0.6%	6.6%
September 2002	1.7%	0.7%	3.3%
October 2002	0.0%	0.9%	2.0%
November 2002	0.0%	0.4%	0.3%
December 2002	0.0%	0.8%	9.5%
January 2003	1.7%	1.0%	4.3%
February 2003	1.7%	0.4%	3.3%
March 2003	0.0%	0.7%	3.3%
April 2003	0.8%	0.4%	3.6%
May 2003	0.8%	0.7%	2.0%
June 2003	0.0%	0.9%	4.6%
Total	0.7%	0.72%	3.91%

Figure 2. Turnover Rate FY 2003

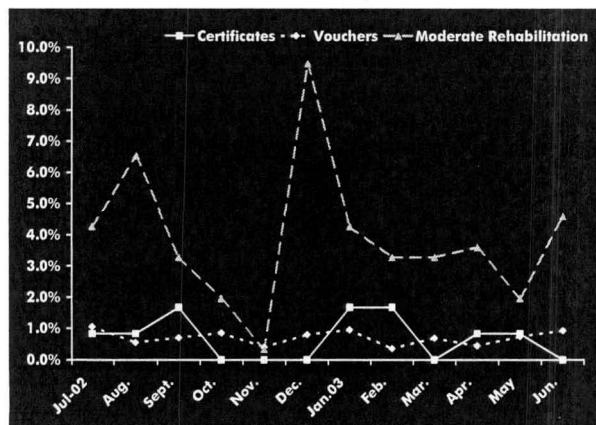
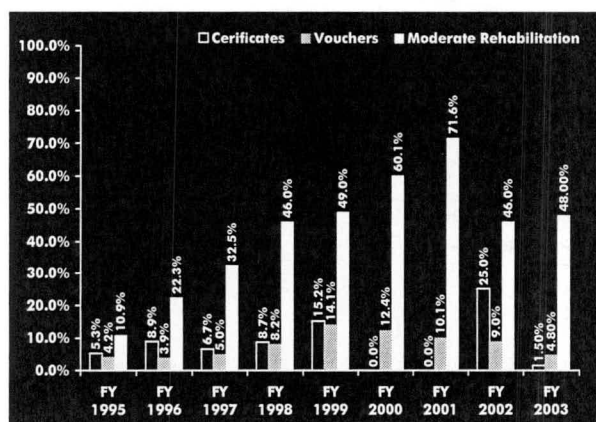


Figure 3. Turnover Rate FY 1995 - FY 2003



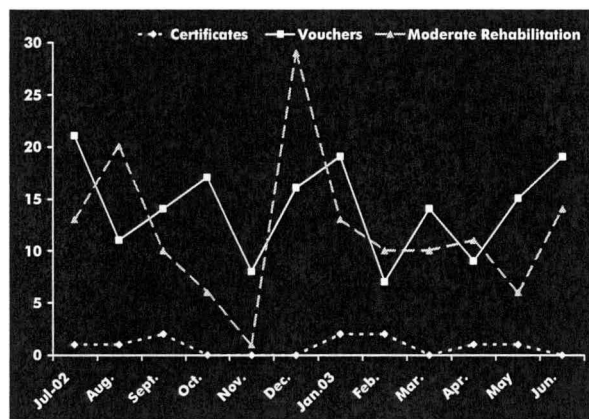
Data for the Moderate Rehab. Program during FY1994 is not available. During that period of time, the rate for the Certificates and Vouchers were combined at 11.5%.

The site based assistance programs (the Certificate and the Moderate Rehabilitation Program) produced a 7% and 48% turnover rate respectively. As noted in Figure 3, the Moderate Rehabilitation Program has historically exhibited a much higher turnover than other programs. This is due to four major factors: individuals in both programs who finally reached the top of the Voucher Waiting List and chose tenant based rather than site based assistance, the transitory nature of those living in SRO units, a 200% increase in the number of SRO unit built (this encourages movement among the developments by participants), and contracts expiring after 15 years (families are then given vouchers and move to that program).

Table 8. Unit Turnovers FY 2003

Month	Certificates / Vouchers	Moderate Rehabilitation	Total
July 2002	22	13	35
August 2002	12	20	32
September 2002	16	10	26
October 2002	17	6	23
November 2002	8	1	9
December 2002	16	29	45
January 2003	21	13	34
February 2003	9	10	19
March 2003	14	10	24
April 2003	10	11	21
May 2003	16	6	22
June 2003	19	14	33
Total	180	143	323

Figure 4. Unit Turnovers FY 2003



Reasons for Turnover

During FY 2003, 323 families were cancelled from participating in the program. For some participants the turnover was voluntary. Others found that they were terminated for failure to comply with their family obligations. This year thirty-nine percent (39%) of the participants voluntarily relinquished the rental assistance. Of these, six bought property (3%), eight became over income (8%), 14 now reside in a nursing

home or are deceased (8%), and 36 for other reasons (20%).

While 37 (21%) of the terminations were due to failure to abide by program rules, this reflects less than 2% of all participants in the tenant-based programs. It is, however, in direct contrast to compliance in 1998 during which time 69 (42%) of all terminations were due to failure to abide by program rules. This can be attributed to more tenant education, materials and consistent enforcement of the rules.

The reasons for loss of assistance during FY2003 are: 16 vacated without notice (9%), eight failed to recertify (4%), three (2%) committed fraud, and nine (5%) were evicted for cause or non-payment of rent. No one was terminated this year for failing to repay damage claims as in previous years. An additional 15 (8%) of families

who were issued a voucher to move from one unit to another never found another unit. After 120 days, the voucher expired and they were cancelled from the program.

Fifty-seven families (57%) whose subsidy turned over actually did not lose their rental assistance. They were removed from the PHA's program due to absorption by another housing authority. While the family continues to receive assistance from the other housing authority, the initial housing authority suddenly has an unused voucher that must be issued quickly to someone from the waiting list. This practice continues to impact the Leased Housing Department's turnover rate, lease rate and workload. Since 1998, 490 families have been absorbed reflecting a 17% turnover of the PHA's total units.

Table 9. Reasons for Turnover FY 2003

Month	No Notice	Increased Income	No Recertification	Unpaid Balance	Owens Property	No Interest	Absorbed	Deceased / Nursing Home	Drugs	Fraud	Evicted	Other
7/02	2	2	1	0	1	2	8	1	0	0	2	3
8/02	2	0	0	0	0	3	4	0	0	1	1	1
9/02	3	1	0	0	2	2	4	1	1	0	0	2
10/02	1	0	1	0	0	4	4	1	0	0	2	4
11/02	0	1	0	0	0	1	4	1	0	0	1	0
12/02	1	1	1	0	0	2	6	3	0	0	0	2
1/03	2	2	0	0	1	6	5	2	0	1	1	2
2/03	0	2	1	0	0	2	1	1	0	1	0	1
3/03	1	2	1	0	0	2	6	2	0	0	0	0
4/03	0	0	0	0	2	2	1	0	0	0	0	5
5/03	2	2	2	0	0	1	2	1	0	0	1	5
6/03	2	2	1	0	0	1	12	1	0	0	0	0
Total	16	15	8	0	6	28	57	14	1	3	9	23

LEASES EXECUTED

During FY 2003, the Department of Leased Housing executed 894 leases including 25 families from Melrose Place. New leases are divided into two categories: initial leases and new at recertification. Families leasing for the first time in the program from the waiting list or transfers generate initial leases. For the past three years, the percentage of initial leases (6%) has remained higher than the number of moves which is a positive effect on the program.

The 434 leases considered "moves" are participants who have remained in the same unit for at least a one-year period and now want to move to another unit. The move rate of 15% during FY 2003 decreased 3% from the previous fiscal years. A lower move rate is a positive indicator for the program in that families have become more stable and satisfied with their apartments; however, at the same time, many families must stay in place because they cannot locate another unit in this tight rental market. Figure 5 divides all

executed leases during this fiscal year into 460 new leases and 434 moves by month. Figure 6 illustrates that during FY1994-1996, more families were remaining on the program and more units were available. At that time, the move rate was higher.

During the past three fiscal years, families have been having a more difficult time locating a unit. The average family has not found a unit for 2.5 months. Twenty-five families lost their voucher when they did not find an appropriate unit within 120 days.

Beginning in 1997, families were required to meet their family obligations. Failure to do so resulted in loss of assistance. This, along with more transfers, increased the initial lease rate; i.e., families leasing for the first time from the waiting list or transfers. The significant increase in FY2001 reflects the merging of the Certificates into the Voucher Program.

Figure 5. Leases and Moves FY 2003

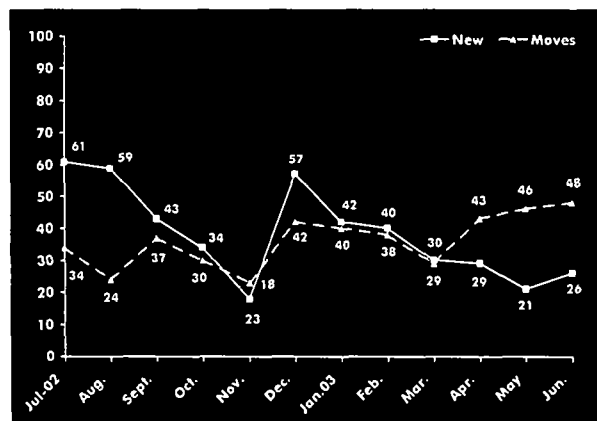
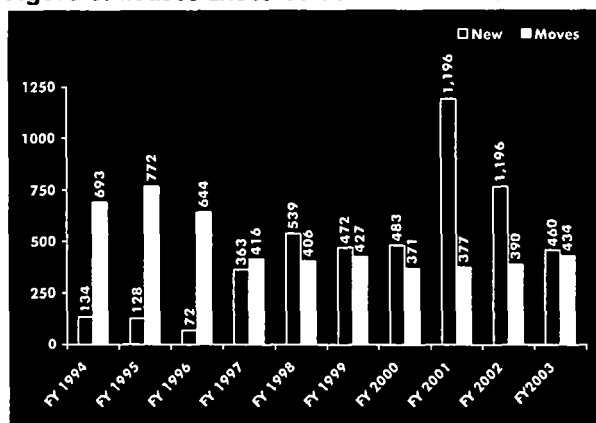


Figure 6. Leases Executed FY 1994 - FY 2003

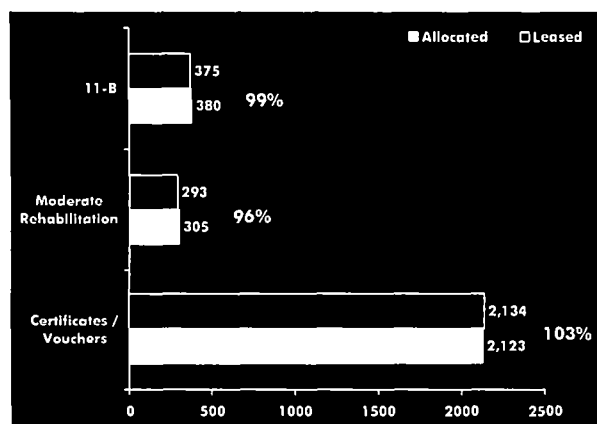


LEASE RATE (ADJUSTED)

In FY 2003, the Department of Leased Housing met the 95% lease rate standard for all programs. The Certificate/Voucher Program exceeded the standard with an average 103% actual lease rate and an additional 1% of vouchers were issued to applicants or awaiting renovations for PBA units. Both the Moderate and Substantial Rehabilitation Programs followed with an average adjusted rate of 96% and 99% respectively, which are slightly higher than the previous year.

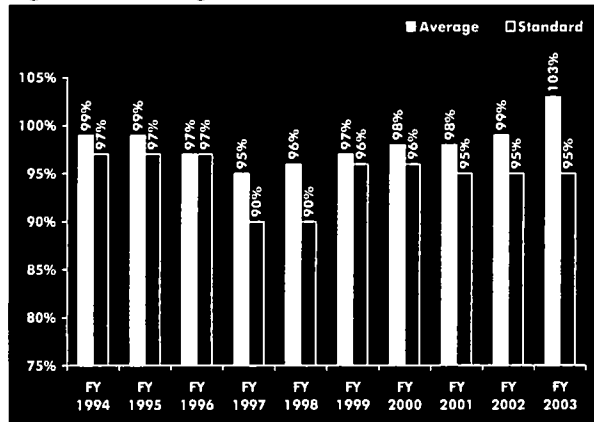
In the past 10 years, the industry standard has fluctuated from 97% to 90% (in 1997 and 1998), to 96% and decreasing to 95% in 2001. As Figure 8 illustrates, the lease rate has always exceeded the standard thus earning the maximum income in administrative fees.

Figure 7. Average Lease Rate by Program FY 2003



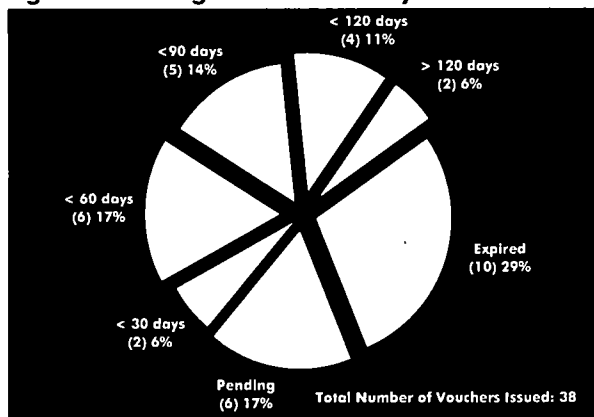
During the past three fiscal years, families have been having a more difficult time locating a unit. The average family has not found a unit for 2.5 months. Twenty-five (10 applicants and 15 participants) families lost their voucher when they did not find an appropriate unit within 120 days. Loss of a voucher for this reason was very rare prior to FY 2000. Many owners who participated in the program for many years are now selling their property – an average of nineteen (19) per month. Often, the new owners are asking the participants to move either to use the unit for their own use or to rent to students, which is more profitable. The majority of new owners also will not include utilities. During this same period of time, housing authorities continued absorbing families (57). This left the department with even more subsidies to re-lease. Thus, maintaining a high lease rate has been an ongoing task and priority for the department.

Figure 8. Average Lease Rates FY 1994 - FY 2003



During FY2003, thirty-eight(38) families from the waiting list received vouchers. This is a decrease from previous years since the lease rate is so high. Prior to 1999, most families found housing within 60 days. Due to the current high costs in the rental market families are finding it more difficult to locate an acceptable unit. Only 23% (8 families) found a unit in less than 60 days. Twenty five percent (9) brought a Request for Lease approval in less than 120 days. Two received a 30 day extension due to a request for a reasonable accommodation for a family with a disabled person. Ten families lost their voucher after waiting four years on the waiting list when they were unable to locate a unit within the 120 day limit. Seventeen percent were still in the process of searching on June 30, 2003.

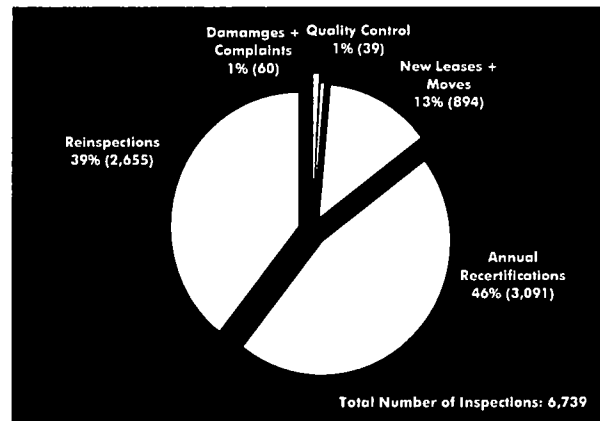
Figure 9. Average Number of Days to Lease



ANNUAL INSPECTIONS

Federal regulations state that agencies administering the Section 8 program must perform a Housing Quality Inspection in each unit before lease execution and annually during occupancy.

Figure 9. Reasons for Inspections FY 2003



During FY 2003, the Leased Housing staff performed 6,739 inspections: 60 were due to damages or tenant complaints (1%), 39 quality control inspections conducted by a supervisor (1%), 894 new leases and moves (13%), 3,091 annual recertifications (46%) and 2,655 reinspections (39%).

Figure 10. Annual Inspections: Initial + Renewals FY 2003

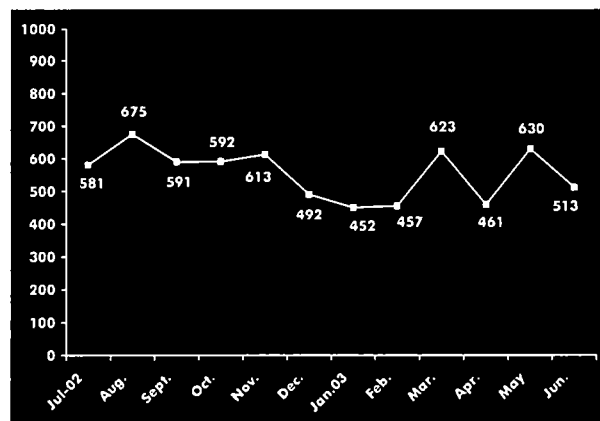
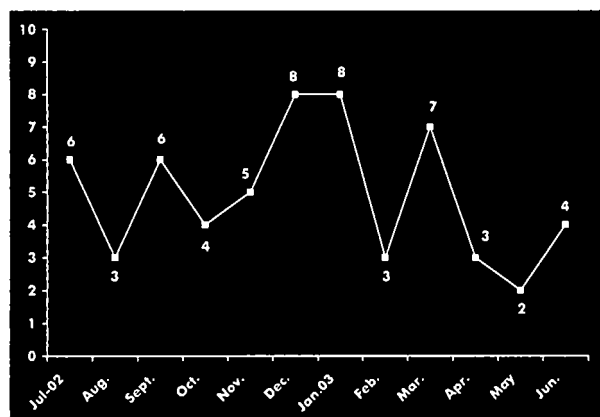
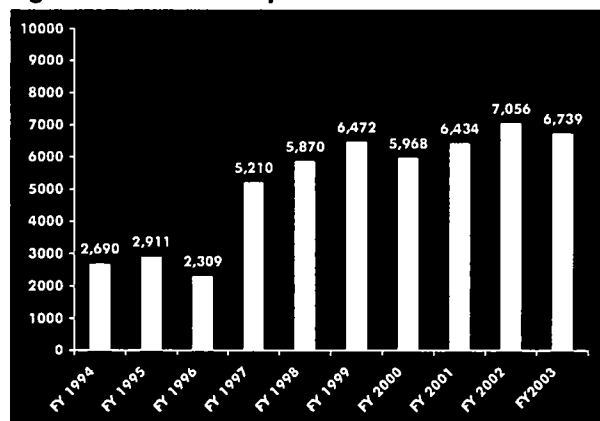


Figure 11. Annual Inspections Damages + Complaints FY 2003



Inspections are mandatory for every subsidized unit in all programs including the transfers, SRO and 11-B developments. The Inspectors, or sometimes the Program Representatives, conduct the inspections and record them in the tenant file. After an inspection, the owner is notified of any deficiencies and is required to make repairs within a specified time period, usually 30 days. Life threatening violations must be completed in 24 hours. Non-compliance results in either the denial of housing assistance payments or lease cancellation. The PHA assists all tenants with cancelled leases to locate suitable replacement housing.

Figure 12. Annual Inspections FY 1994 - FY 2003



ADJUSTMENTS

An adjustment to a participant's subsidy and housing assistance payments occurs if his/her income or family composition changes during the year. All participants must report such changes within 10 working days to the Program Representative. During FY 2003, the staff made 1,827 adjustments which is a 55% increase since FY 2002. Many of the adjustments were changes in income; however, others were requests for increased rents and two hundred and thirty (230) were transfers of the lease to new owners.

Figure 13. Adjustments FY 2003

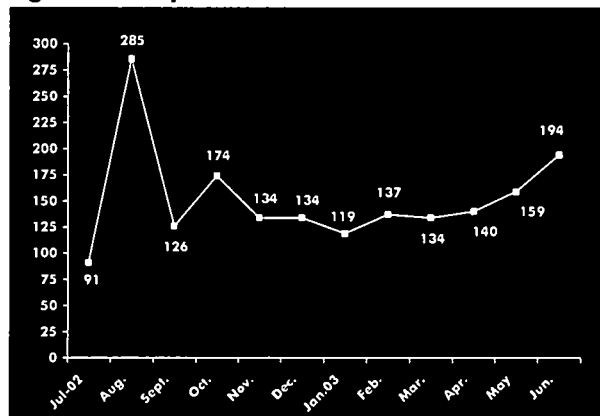
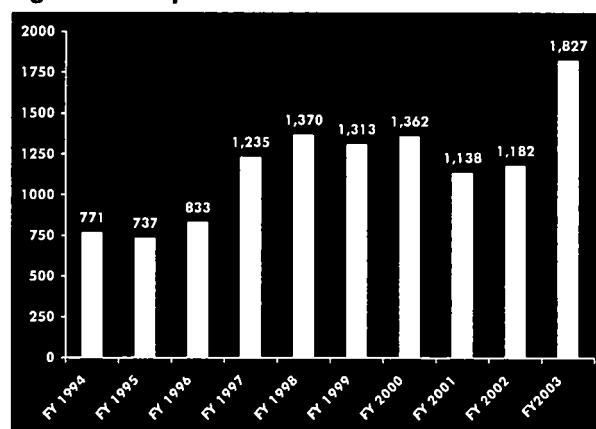


Figure 14. Adjustments FY 1994 - FY 2003



RECERTIFICATIONS

Per federal regulations, every program participant's family composition, income, and eligibility for deductions must be re-verified each year to ensure continued eligibility. The staff completed 3,091 recertifications for those who remained in the same unit. The 434 moves mentioned in a previous section are also recertified; but they are classified separately due to the change in location. Recertifications for the 11-B developments are conducted at the management office on site. There, a Leased Housing staff reviews the verifications/calculations and inputs the data into the AS400 for transmission to HUD.

Figure 15. Recertifications FY 2003

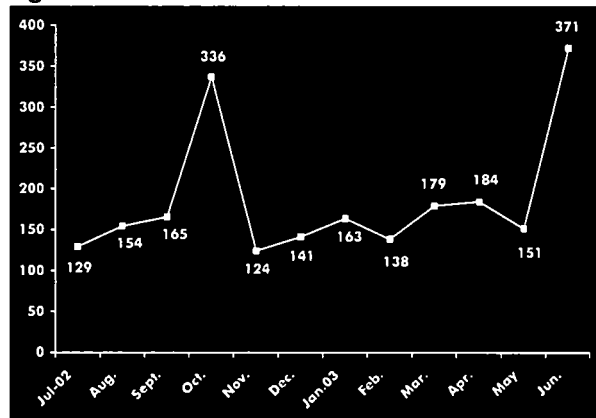
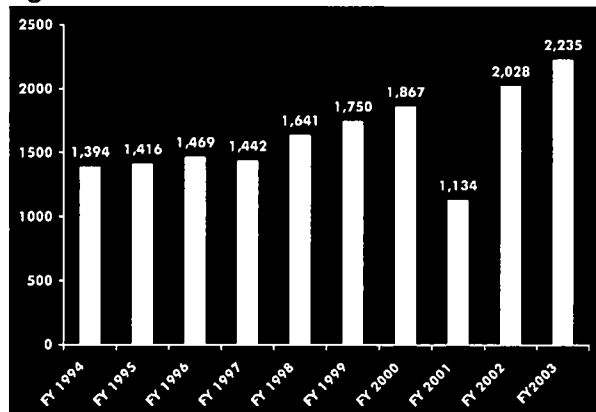


Figure 16. Recertifications FY 1994 - FY 2003



REPAYMENTS

FY2003 is the second year that the PHA did not need to reimburse landlords for vacancy claims (rent owed by tenants for failure to give 30-day notice) nor for damages caused by tenants. Payments to owners have been decreasing since FY 1997 and eventually they will cease altogether since they are applicable only to contracts signed prior to October 1, 1995.

The department's damage claim policy states that participants must reimburse the PHA for such payments. During FY 2003, the department collected \$6,312.98 as reimbursement for damage claims as well as money owed due to unreported income. This year, none of the families lost their rental assistance for failure to make the agreed upon payments.

The department also collected \$3,699.00 from waiting list applicants and \$928.00 from transfers who owed the PHA back rent as a result of a previous tenancy in public housing. Since FY1997, the department has recouped \$125,425.00 from participants and applicants. None of the families failed to respond to the notices for repayment and were withdrawn from the waiting list.

This year, 49 cases were referred to the Fraud Investigator either because of tips from anonymous callers or discrepancies noticed by staff.

Table 10. Repayments FY 1997-FY 2003

Year	Repayments due to Damages + Unreported Income	Repayments from Public Housing Tenancy
FY 1997	\$17,793.00	\$1,855.00
FY 1998	\$22,530.18	\$869.00
FY 1999	\$24,824.18	\$2,126.69
FY 2000	\$15,564.50	\$4,066.28
FY 2001	\$10,801.44	\$6,121.87
FY 2002	\$4,510.70	\$3,439.54
FY 2003	\$6,312.98	\$4,627.00

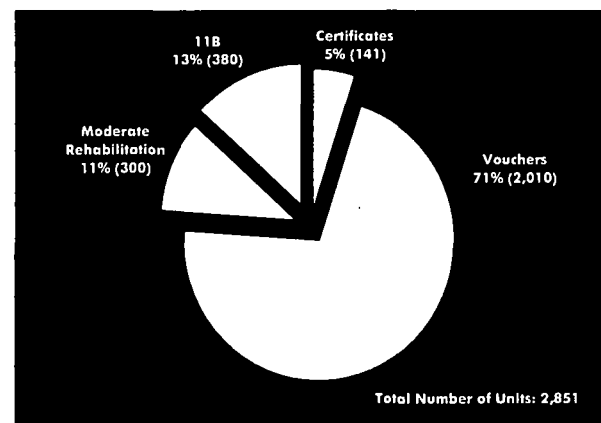
Although repayments for damages were collected prior to FY1997, this data is not available. Collection of money for prior residency in Public Housing did not begin until 1997.

CURRENT INVENTORY OF SECTION 8 UNITS

During FY 2003, the PHA administered 2,831 units (not including 395 transfers) of Section 8 housing throughout the City of Providence. Figure 16

illustrates the breakdown of the three classifications of Section 8 Rental Assistance administered by the Leased Housing Department. The Moderate Rehabilitation Program includes the SRO Units at the YMCA, Advent House and Advent Apartments as well as those at Barbara Jordan II, Fox Point Housing and Lexington Avenue Apartments. This program also includes two small apartment buildings for a total of 13 other units. The 11-B Projects are also called Substantial Rehabilitation and include the units at Barbara Jordan I Apartments, Maplewood Terrace and Villa Excelsior. The majority of allocations are attributed to the merged Certificate (5%) and Voucher Programs (71%), followed by 11-B Projects (14%), and Moderate Rehabilitation (10%).

Figure 17. Inventory of Section 8 Units FY 2003



FEE DISTRIBUTION BY PROGRAM

During FY 2003, the Leased Housing Department earned \$2,050,740.51 from HUD for administering the Section 8 Programs well and maintaining a high lease rate. This is a 7% increase from last year and the highest amount of fees earned since the inception of the Section 8 Program in spite of the fact that the fee schedule decreased three years ago. This figure does not include approximately \$186,000.00 which is earned from the administering of vouchers transferring into Providence.

Funds are now combined for the Certificate and Voucher Programs. Of the combined program almost ninety-four (94%) of the fees earned are generated from vouchers. The Certificate Program which historically has been the largest program is now the smallest. The distribution of fees earned by program is as follows: 5% for 11-B Projects, 12% for Moderate Rehabilitation, 83% for the Certificate and Vouchers.

Over the past ten years, administrative fees have varied based on the number of subsidies and the rate (based

on the fluctuating Fair Market Rent) paid by HUD. During FY 1994, the Leased Housing Department earned \$1,270,000.00 for administering the Section 8 Programs. Fees earned during the current fiscal year are sixty-one percent (61%) higher than ten years ago.

Administrative fees accrue for each unit leased per month. Additional fees for families deemed "hard to house" by HUD are not included in the Figure 17. Those classified as "hard to house" have either three or more minors or include a disabled person. When such a family leases for the first time or moves to another unit, an additional \$75 one time fee is earned. During FY2003, 306 families in this classification were leased resulting in an additional \$22,950.00.

The Leased Housing Department uses all fees to operate the Section 8 Programs and the balance defers other costs incurred by the PHA.

Figure 18. Fee Distribution by Program FY 2003

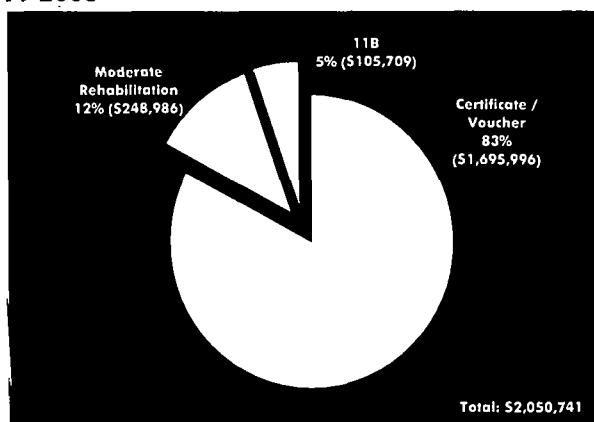
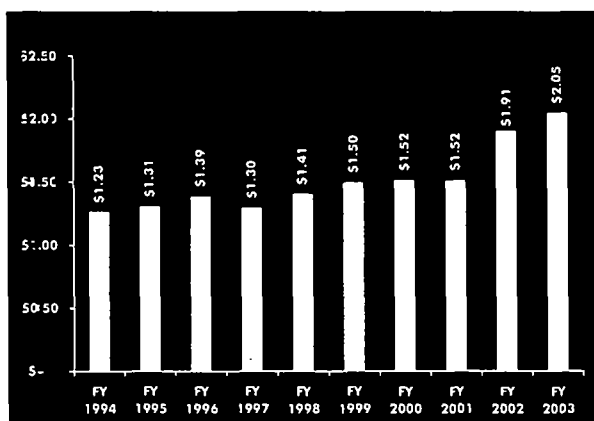


Figure 19. Earned Administrative Fees FY 1994 - FY 2003 (in millions)

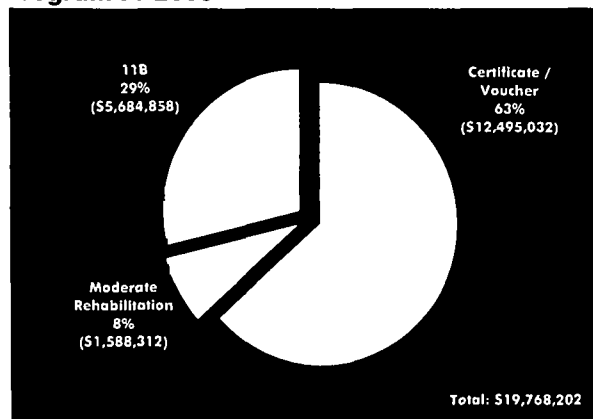


TOTAL HOUSING ASSISTANCE PAYMENTS

During FY 2003, the Leased Housing Department distributed Housing Assistance Payments totaling \$19,728,584.38 to private property owners who provided housing for 2,831 subsidized families. This does not include amounts spent and subsequently reimbursed for the 395 transfers into our city. This is a 7% increase in the amounts paid last year and 16% since FY2001 reflecting the higher rents requested by owners. The average housing assistance payment made to an owner is \$520.00 per month which is a 7% increase from FY 2002. The minimum payment is \$1.00 and the maximum is \$1,358.00. The average tenant contributes \$258.00 towards rent and utilities.

Since FY1994, payments to owners increased thirty percent (30%) from \$15.1 million to 19.7 million. This is reflective of the current market boom as well as the fact that the program assists twenty-two percent (22%) more families. Until FY2001, the increase in payments had only reached 10%.

Figure 20. Housing Assistance Payments by Program FY 2003



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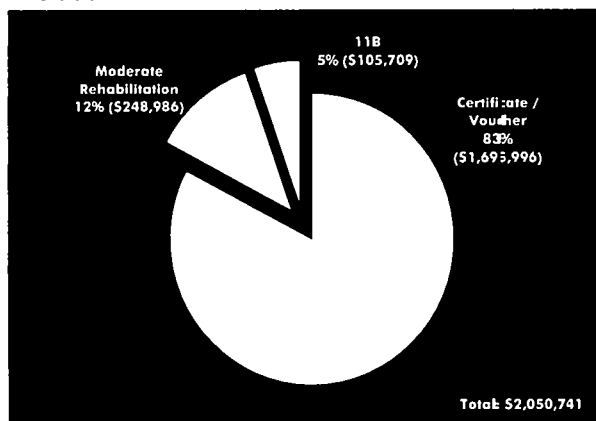
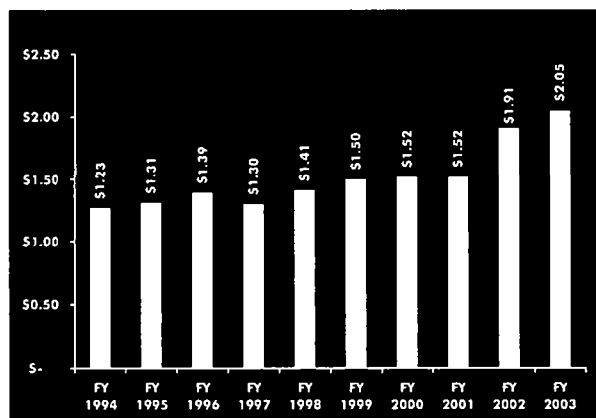


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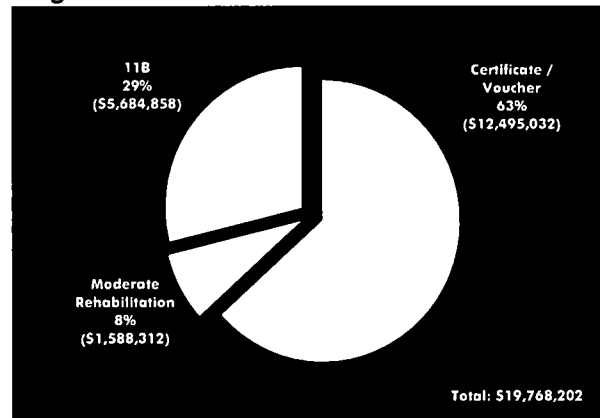


Figure 22

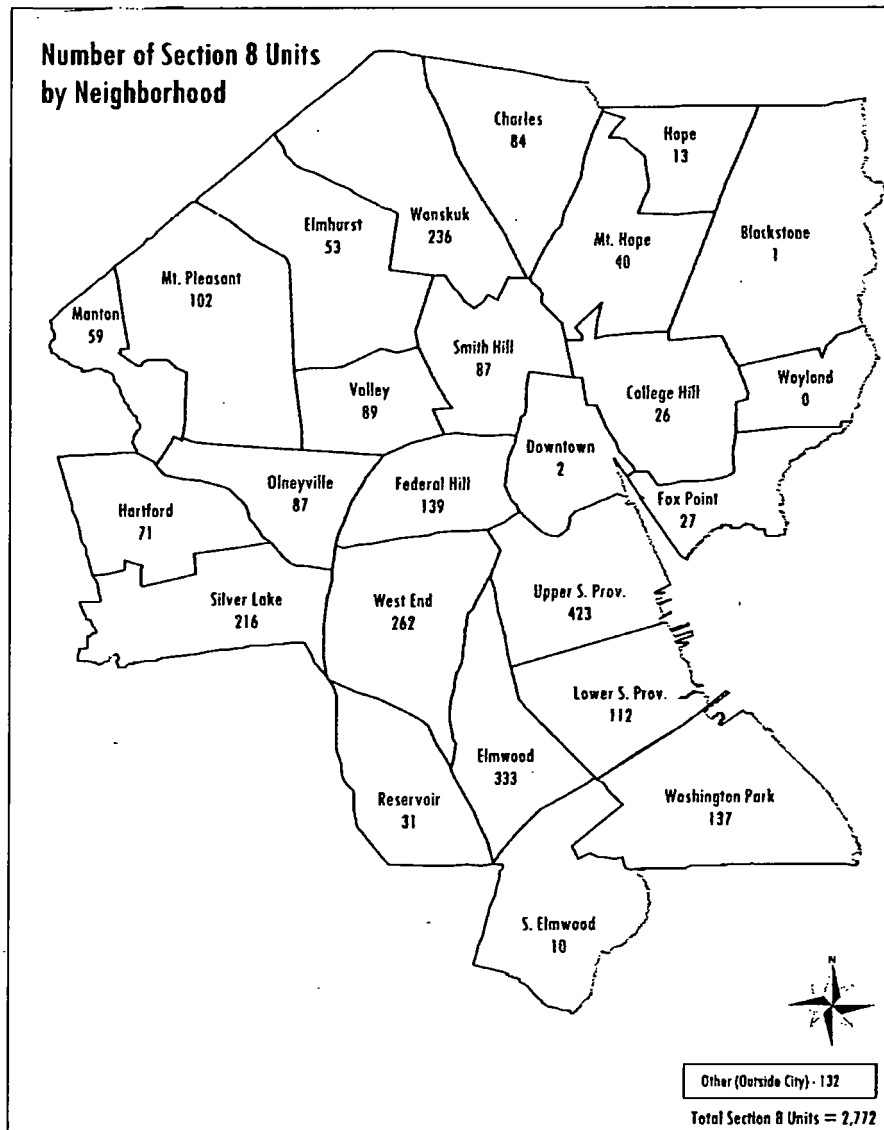
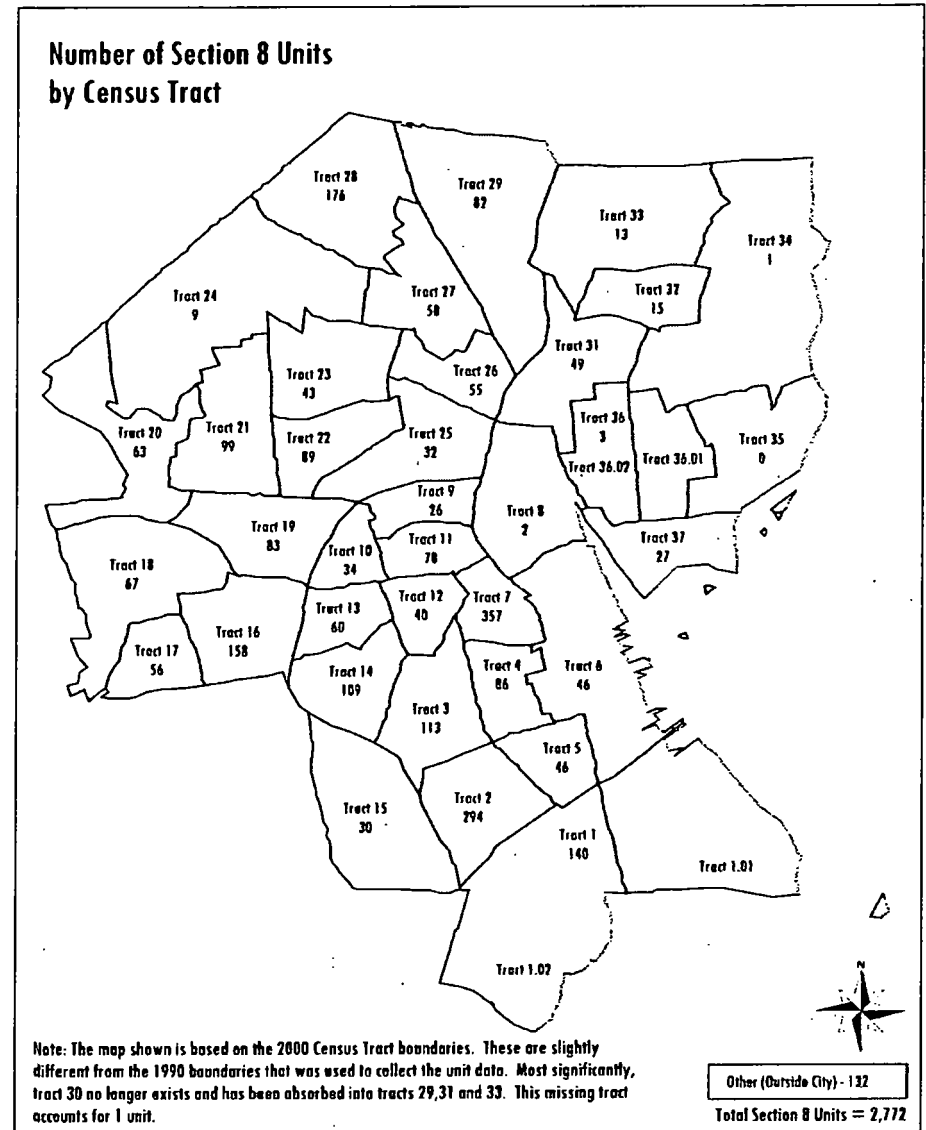


Figure 23



consistent increase. During FY 2003, the department provided services to 395 transfers for which the agency earns additional administrative fees. The net increase equaled 263 subsidies above the PHA's normal allocation. This is an eighty-seven percent (87%) increase from FY2002. This change can be attributed to the tighter rental market throughout the state. Although Providence is also experiencing the tight market, it has the largest number of rental units available.

This fiscal year, 309 new families transferred into the city to find housing. Less than five percent (5%) of these families were absorbed into our program. This was done only at the request of other housing authorities that were over budget. Since our budget utilization and lease rate were high, the transfers were processed in addition to our regular allocation of vouchers.

While the increased practice by other housing authorities of absorbing families moving into their jurisdiction eliminates the burden of billing for them and boosts their lease rates, it is a burden to the initial housing authority due to the constant turnover of subsidies that must be re-leased. Fifty-seven (32%) of the vouchers turned over this year were attributed to other housing authorities absorbing our clients – usually at critical reporting periods so that their lease rates would be higher. Of those applicants who just received a voucher this fiscal year, only two families (<1 %) moved to another city.

Table 2. Voucher Portability FY 2003

Program	Incoming	Outgoing	Net Effect
Certificates	N/A	N/A	+N/A
Vouchers	395	1329	+263
Total	395	132	+263



A Leased Housing Program Representative posting updated waiting list information

Table 3. Voucher and Certificate Portability FY 1994 - FY 2003

Fiscal Year	Incoming Portability		Outgoing Portability		Net Effect
	Certificates	Vouchers	Certificates	Vouchers	
FY 1994	150	0	211	0	-61
FY 1995	177	0	216	0	-56
FY 1996	230	0	242	0	-12
FY 1997	250	0	280	0	-30
FY 1998	194	56	147	131	-28
FY 1999	164	51	86	99	+30
FY 2000	132	116	62	85	+101
FY 2001	N/A	301	N/A	136	+165
FY 2002	N/A	260	N/A	119	+141
FY 2003	N/A	395	N/A	132	+263

SINGLE ROOM OCCUPANCY (SRO)

Moderate Rehabilitation funds are used to subsidize a total of 183 units as Single Room Occupancy (SRO). The Travelers Aid Tower (formerly known as the YMCA Tower) located on Broad Street has been operational since 1990 and Advent House located in the West End neighborhood since 1993. Five years ago, residents began leasing units at the Advent Apartments (located in the Federal Hill neighborhood). These developments, at times, have high vacancies due to the transient nature of its tenants; there are eleven (11) vacant units among all the developments at the present time.

Table 4. SRO Projects FY 2003

Development	Number of Units	Status
YMCA Tower	90	Complete / Operational
Advent House	34	Complete / Operational
Advent-Gemini Apartments	59	Complete / Operational
Total	183	

PROJECT BASED ASSISTANCE

Federal regulations allow housing authorities to set aside a maximum of 15% of its Section 8 Existing Certificates as a Project Based Assistance Program. At the beginning of FY 2000, the PHA supported several small projects with Project Based assistance for a total of 51 units. In August 1999, a public notice was posted for proposals from owners to upgrade the property and receive Project Based assistance for their tenants. Since that time, 89 additional units have been rehabilitated and leased at Elmwood Commons and Arbor Glen.

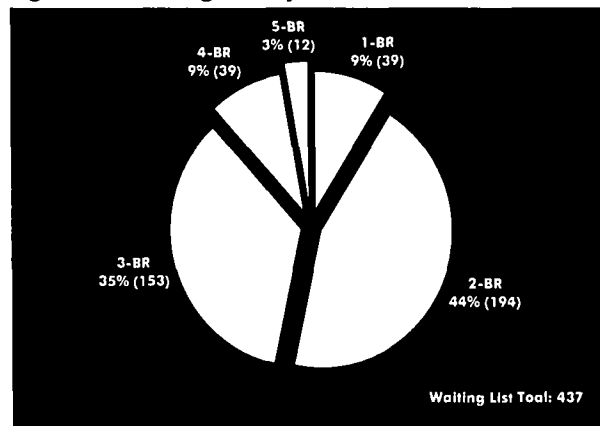
Table 5. PBA Projects FY 2003

Development	Number of Units	Status
University Heights	21	Complete / Operational
Niagara Place	18	Complete / Operational
Historic West End II	7	Complete / Operational
Good News housing	5	Complete / Operational
Elmwood Commons	30	Complete / Operational
Arbor Glen	60	Complete / Operational
Total	141	

WAITING LIST

During the past ten years, the waiting list for Section 8 assistance has been open only once: October 2, 1998. At that time, pre-applications were distributed at the Roger Williams Park Casino. Although 4,000 pre-applications were distributed, only 3,345 pre-applications were completed and returned by mail within the two-week deadline. The pre-applications were assigned a number as they were pulled from hundreds delivered each day. A waiting list of 500 applicants is manageable; so, as the list requires additional names, the families on the pre-application list are contacted to come into the office to file a more extensive application. They are moved to the bottom of the waiting list retaining their original order. As of June 2003, 1,448 pre-applicants have moved to the waiting list. As indicated in the chart below, the greatest demand (in descending order of need) is: 194 two-bedroom units (44%), 153 three-bedroom units (35%), 39 one-bedroom units (9%), 39 four-bedroom units (9%) and 12 five-bedroom units (3%).

Figure 1. Waiting List by Bedroom Size FY 2003



INTERVIEWS CONDUCTED

During the interview process, the Application Specialist verifies family composition, household income, citizenship status and qualifications for any deductions. During this fiscal year, 84 families from the PHA waiting list were interviewed. Since there were no new allocations with the exception of sixteen (16) additional vouchers not used by Melrose Place, vouchers were issued only when subsidies were turned over through absorption, eviction, etc. (see Table 9 - Reasons for Termination)

SCREENING

The Leased Housing staff processed 236 applications to verify eligibility this fiscal year. Of those families from the PHA's waiting list, 84 successfully completed the process and 35 (42%) have already received a voucher. Voucher issuance was lower this fiscal year than in previous years because the budget utilization was high (106%). The 309 transfers who moved into Providence also completed the same screening process since information forwarded by the initial housing authority is minimal and often criminal checks are not done. Those who had violent or drug related charges were returned to the initial housing authority.

The average time for voucher holders to find a suitable unit was 87 days during the last quarter of the fiscal year which is an increase of eleven (11) days since last year. This average has continued to rise for the past two years. For this reason, the departmental policy changed to allow for the maximum number of extensions (120 days) to move. The tightening of the rental market, owners selling units, owners who want hundreds of dollars more than the program allows, changes in lead paint regulations, families who do not want to remain in their current unit after receiving a voucher, and emphasis during briefings on what to

look for in a unit have all impacted the time spent searching for an appropriate unit.

During the screening process for those on the waiting list, five families (6%) of the 84 families interviewed were classified as ineligible. Three families (60%) had an annual income in excess of the HUD-approved limits and two (40%) had recent criminal activity. This year the screening process had taken longer since anyone with an out of state record must be fingerprinted and wait 6-8 weeks for the results to be returned from the FBI. The percentage of ineligible families has remained consistent for several years. Each family denied for cause has the right to request a hearing. All five families (100%) took advantage of this opportunity and after the informal hearing with the Department Director, three (60%) decisions were reversed upon receipt of additional documentation.

An additional 147 applicants (62% of those processed) were removed from the list because they either received a letter to which they failed to respond, or moved without a forwarding address.

The staff also conducted screening for the families residing at Melrose Place at the time of the sale of the property. While 44 vouchers were received, only 27 families were living there at that time. All families completed the same screening process: a check for back rent owed to the PHA, criminal background check, and determination of income eligibility. Less than 7% of the families were denied assistance: one for criminal activity and one for being over the income limits.

Table 6. Applicant Screening in FY 2003

Total Applicants Processed	Total Vouchers Issued	Ineligible Applicants
263*	60**	6***

* Of this total, 27 were at Melrose Place.

** Of this total, 25 were at Melrose Place

*** Of this total, two were at Melrose Place

TURNOVERS

Turnover Rate

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

The average monthly rate of subsidy turnovers has decreased from 2.2% to 1.8% overall during FY 2003. This is due to more compliance in fulfilling family

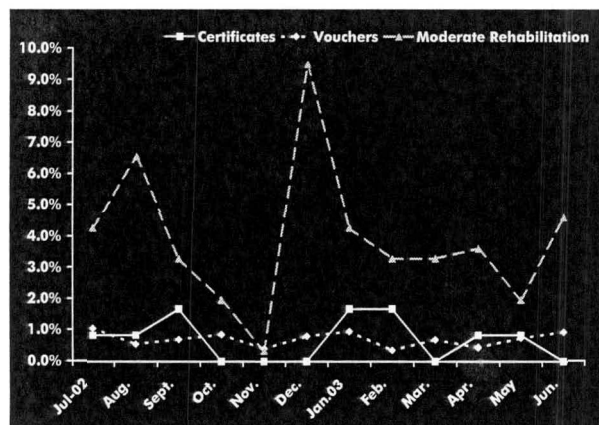
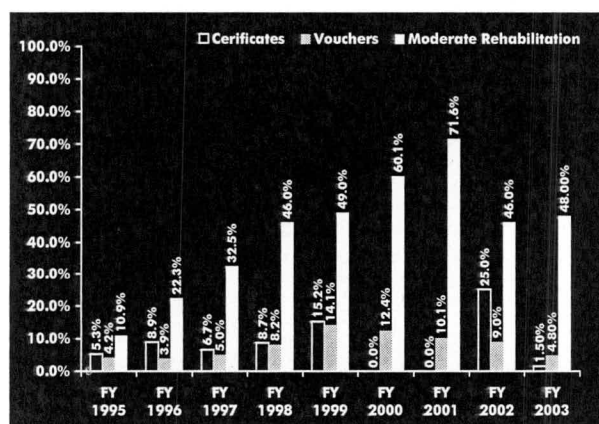
obligations as well as the tight rental market. Families cannot afford to lose their subsidy. The majority of these turnovers, however, are not loss of assistance but rather those absorbed by other housing authorities.

This year the screening process had taken longer since anyone with an out of state record must be fingerprinted and wait 6-8 weeks for the results to be returned from the FBI.

The annual rates by program were 6.3% for Certificates/Vouchers and 48% for Moderate Rehabilitation. This represents a 3.3% decrease in turnovers in the Certificate/Voucher Program from FY 2000; however, the Moderate Rehabilitation Program increased 2%. This may be attributed to the transient nature of their tenants as well as the contracts expiring in some of the smaller projects.

Table 7. Turnover Rate FY 2003

Month	Certificates	Vouchers	Moderate Rehabilitation
July 2002	0.8%	1.1%	4.3%
August 2002	0.8%	0.6%	6.6%
September 2002	1.7%	0.7%	3.3%
October 2002	0.0%	0.9%	2.0%
November 2002	0.0%	0.4%	0.3%
December 2002	0.0%	0.8%	9.5%
January 2003	1.7%	1.0%	4.3%
February 2003	1.7%	0.4%	3.3%
March 2003	0.0%	0.7%	3.3%
April 2003	0.8%	0.4%	3.6%
May 2003	0.8%	0.7%	2.0%
June 2003	0.0%	0.9%	4.6%
Total	0.7%	0.72%	3.91%

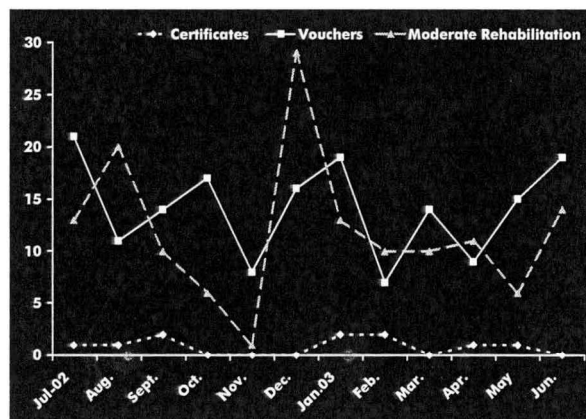
Figure 2. Turnover Rate FY 2003**Figure 3. Turnover Rate FY 1995 - FY 2003**

Data for the Moderate Rehab. Program during FY1994 is not available. During that period of time, the rate for the Certificates and Vouchers were combined at 11.5%.

The site based assistance programs (the Certificate and the Moderate Rehabilitation Program) produced a 7% and 48% turnover rate respectively. As noted in Figure 3, the Moderate Rehabilitation Program has historically exhibited a much higher turnover than other programs. This is due to four major factors: individuals in both programs who finally reached the top of the Voucher Waiting List and chose tenant based rather than site based assistance, the transitory nature of those living in SRO units, a 200% increase in the number of SRO unit built (this encourages movement among the developments by participants), and contracts expiring after 15 years (families are then given vouchers and move to that program).

Table 8. Unit Turnovers FY 2003

Month	Certificates / Vouchers	Moderate Rehabilitation	Total
July 2002	22	13	35
August 2002	12	20	32
September 2002	16	10	26
October 2002	17	6	23
November 2002	8	1	9
December 2002	16	29	45
January 2003	21	13	34
February 2003	9	10	19
March 2003	14	10	24
April 2003	10	11	21
May 2003	16	6	22
June 2003	19	14	33
Total	180	143	323

Figure 4. Unit Turnovers FY 2003

Reasons for Turnover

During FY 2003, 323 families were cancelled from participating in the program. For some participants the turnover was voluntary. Others found that they were terminated for failure to comply with their family obligations. This year thirty-nine percent (39%) of the participants voluntarily relinquished the rental assistance. Of these, six bought property (3%), eight became over income (8%), 14 now reside in a nursing

home or are deceased (8%), and 36 for other reasons (20%).

While 37 (21%) of the terminations were due to failure to abide by program rules, this reflects less than 2% of all participants in the tenant-based programs. It is, however, in direct contrast to compliance in 1998 during which time 69 (42%) of all terminations were due to failure to abide by program rules. This can be attributed to more tenant education, materials and consistent enforcement of the rules.

The reasons for loss of assistance during FY2003 are: 16 vacated without notice (9%), eight failed to recertify (4%), three (2%) committed fraud, and nine (5%) were evicted for cause or non-payment of rent. No one was terminated this year for failing to repay damage claims as in previous years. An additional 15 (8%) of families

who were issued a voucher to move from one unit to another never found another unit. After 120 days, the voucher expired and they were cancelled from the program.

Fifty-seven families (57%) whose subsidy turned over actually did not lose their rental assistance. They were removed from the PHA's program due to absorption by another housing authority. While the family continues to receive assistance from the other housing authority, the initial housing authority suddenly has an unused voucher that must be issued quickly to someone from the waiting list. This practice continues to impact the Leased Housing Department's turnover rate, lease rate and workload. Since 1998, 490 families have been absorbed reflecting a 17% turnover of the PHA's total units.

Table 9. Reasons for Turnover FY 2003

Month	No Notice	Increased Income	No Recertification	Unpaid Balance	Owens Property	No Interest	Absorbed	Deceased / Nursing Home	Drugs	Fraud	Evicted	Other
7/02	2	2	1	0	1	2	8	1	0	0	2	3
8/02	2	0	0	0	0	3	4	0	0	1	1	1
9/02	3	1	0	0	2	2	4	1	1	0	0	2
10/02	1	0	1	0	0	4	4	1	0	0	2	4
11/02	0	1	0	0	0	1	4	1	0	0	1	0
12/02	1	1	1	0	0	2	6	3	0	0	0	2
1/03	2	2	0	0	1	6	5	2	0	1	1	2
2/03	0	2	1	0	0	2	1	1	0	1	0	1
3/03	1	2	1	0	0	2	6	2	0	0	0	0
4/03	0	0	0	0	2	2	1	0	0	0	0	5
5/03	2	2	2	0	0	1	2	1	0	0	1	5
6/03	2	2	1	0	0	1	12	1	0	0	0	0
Total	16	15	8	0	6	28	57	14	1	3	9	23

LEASES EXECUTED

During FY 2003, the Department of Leased Housing executed 894 leases including 25 families from Melrose Place. New leases are divided into two categories: initial leases and new at recertification. Families leasing for the first time in the program from the waiting list or transfers generate initial leases. For the past three years, the percentage of initial leases (6%) has remained higher than the number of moves which is a positive effect on the program.

The 434 leases considered "moves" are participants who have remained in the same unit for at least a one-year period and now want to move to another unit. The move rate of 15% during FY 2003 decreased 3% from the previous fiscal years. A lower move rate is a positive indicator for the program in that families have become more stable and satisfied with their apartments; however, at the same time, many families must stay in place because they cannot locate another unit in this tight rental market. Figure 5 divides all

executed leases during this fiscal year into 460 new leases and 434 moves by month. Figure 6 illustrates that during FY1994-1996, more families were remaining on the program and more units were available. At that time, the move rate was higher.

During the past three fiscal years, families have been having a more difficult time locating a unit. The average family has not found a unit for 2.5 months. Twenty-five families lost their voucher when they did not find an appropriate unit within 120 days.

Beginning in 1997, families were required to meet their family obligations. Failure to do so resulted in loss of assistance. This, along with more transfers, increased the initial lease rate; i.e., families leasing for the first time from the waiting list or transfers. The significant increase in FY2001 reflects the merging of the Certificates into the Voucher Program.

Figure 5. Leases and Moves FY 2003

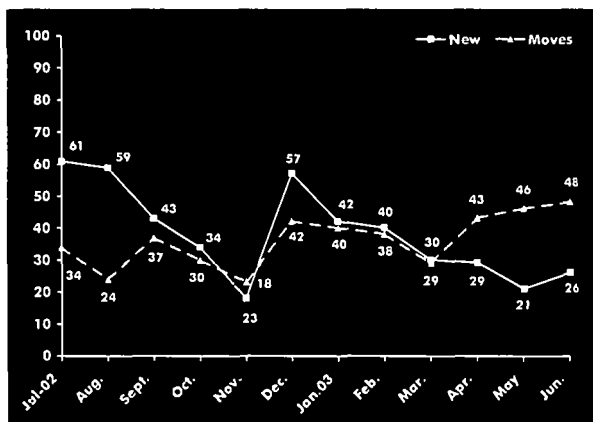
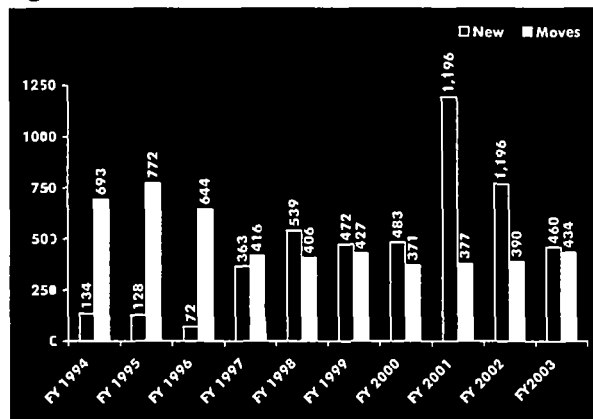


Figure 6. Leases Executed FY 1994 - FY 2003

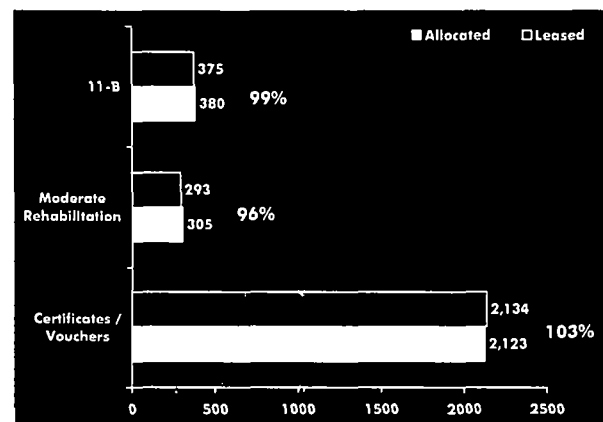


LEASE RATE (ADJUSTED)

In FY 2003, the Department of Leased Housing met the 95% lease rate standard for all programs. The Certificate/Voucher Program exceeded the standard with an average 103% actual lease rate and an additional 1% of vouchers were issued to applicants or awaiting renovations for PBA units. Both the Moderate and Substantial Rehabilitation Programs followed with an average adjusted rate of 96% and 99% respectively, which are slightly higher than the previous year.

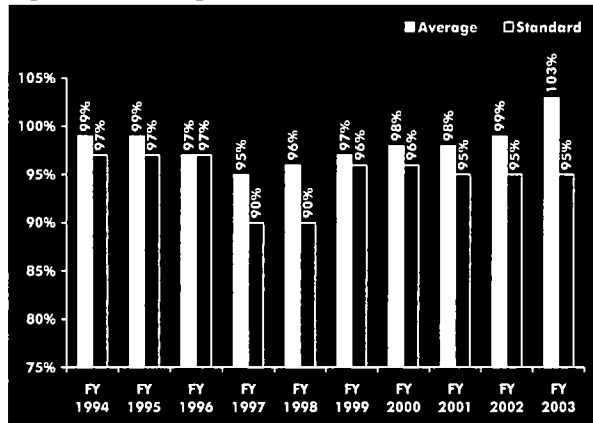
In the past 10 years, the industry standard has fluctuated from 97% to 90% (in 1997 and 1998), to 96% and decreasing to 95% in 2001. As Figure 8 illustrates, the lease rate has always exceeded the standard thus earning the maximum income in administrative fees.

Figure 7. Average Lease Rate by Program FY 2003



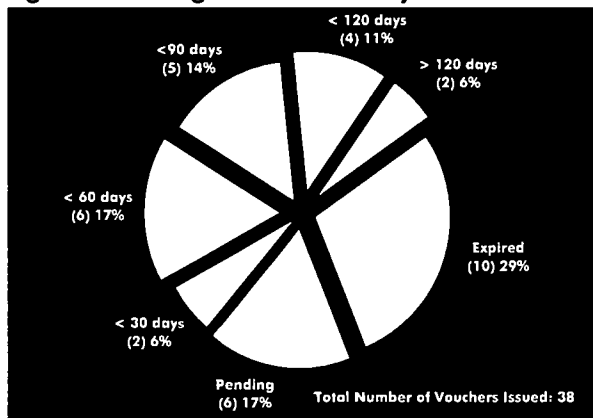
During the past three fiscal years, families have been having a more difficult time locating a unit. The average family has not found a unit for 2.5 months. Twenty-five (10 applicants and 15 participants) families lost their voucher when they did not find an appropriate unit within 120 days. Loss of a voucher for this reason was very rare prior to FY 2000. Many owners who participated in the program for many years are now selling their property – an average of nineteen (19) per month. Often, the new owners are asking the participants to move either to use the unit for their own use or to rent to students, which is more profitable. The majority of new owners also will not include utilities. During this same period of time, housing authorities continued absorbing families (57). This left the department with even more subsidies to re-lease. Thus, maintaining a high lease rate has been an ongoing task and priority for the department.

Figure 8. Average Lease Rates FY 1994 - FY 2003



During FY2003, thirty-eight(38) families from the waiting list received vouchers. This is a decrease from previous years since the lease rate is so high. Prior to 1999, most families found housing within 60 days. Due to the current high costs in the rental market families are finding it more difficult to locate an acceptable unit. Only 23% (8 families) found a unit in less than 60 days. Twenty five percent (9) brought a Request for Lease approval in less than 120 days. Two received a 30 day extension due to a request for a reasonable accommodation for a family with a disabled person. Ten families lost their voucher after waiting four years on the waiting list when they were unable to locate a unit within the 120 day limit. Seventeen percent were still in the process of searching on June 30, 2003.

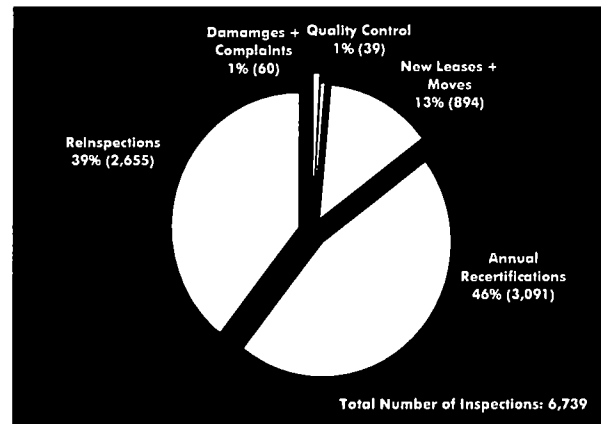
Figure 9. Average Number of Days to Lease



ANNUAL INSPECTIONS

Federal regulations state that agencies administering the Section 8 program must perform a Housing Quality Inspection in each unit before lease execution and annually during occupancy.

Figure 9. Reasons for Inspections FY 2003



During FY 2003, the Leased Housing staff performed 6,739 inspections: 60 were due to damages or tenant complaints (1%), 39 quality control inspections conducted by a supervisor (1%), 894 new leases and moves (13%), 3,091 annual recertifications (46%) and 2,655 reinspections (39%).

Figure 10. Annual Inspections: Initial + Renewals FY 2003

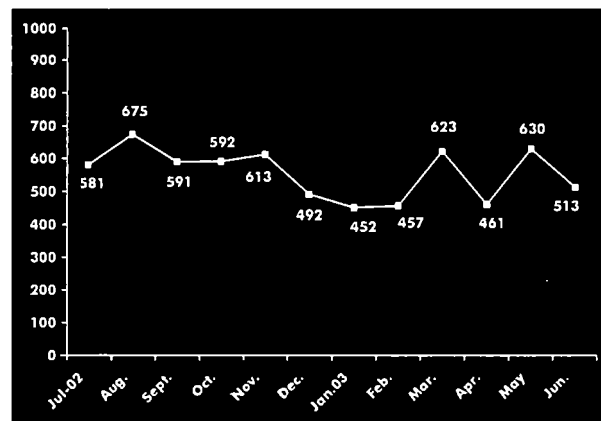
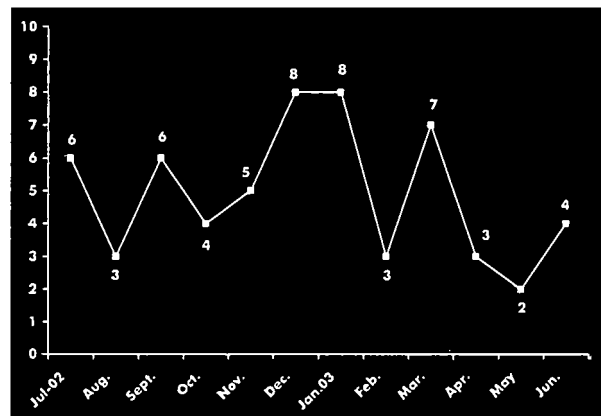
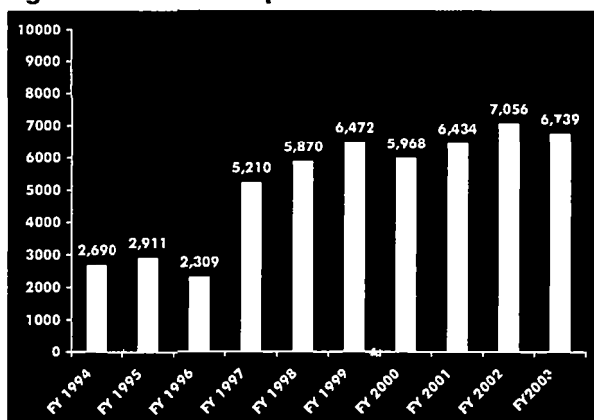


Figure 11. Annual Inspections Damages + Complaints FY 2003



Inspections are mandatory for every subsidized unit in all programs including the transfers, SRO and 11-B developments. The Inspectors, or sometimes the Program Representatives, conduct the inspections and record them in the tenant file. After an inspection, the owner is notified of any deficiencies and is required to make repairs within a specified time period, usually 30 days. Life threatening violations must be completed in 24 hours. Non-compliance results in either the denial of housing assistance payments or lease cancellation. The PHA assists all tenants with cancelled leases to locate suitable replacement housing.

Figure 12. Annual Inspections FY 1994 - FY 2003



ADJUSTMENTS

An adjustment to a participant's subsidy and housing assistance payments occurs if his/her income or family composition changes during the year. All participants must report such changes within 10 working days to the Program Representative. During FY 2003, the staff made 1,827 adjustments which is a 55% increase since FY 2002. Many of the adjustments were changes in income; however, others were requests for increased rents and two hundred and thirty (230) were transfers of the lease to new owners.

Figure 13. Adjustments FY 2003

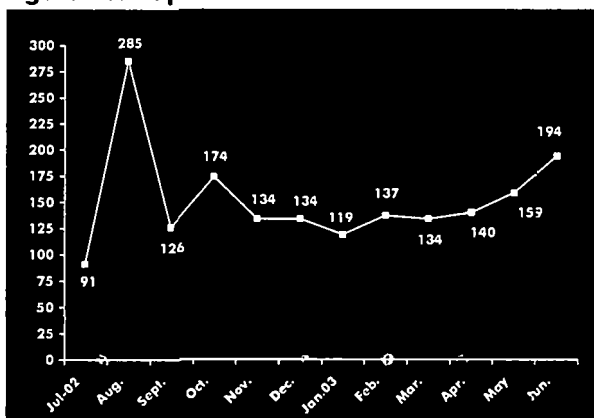
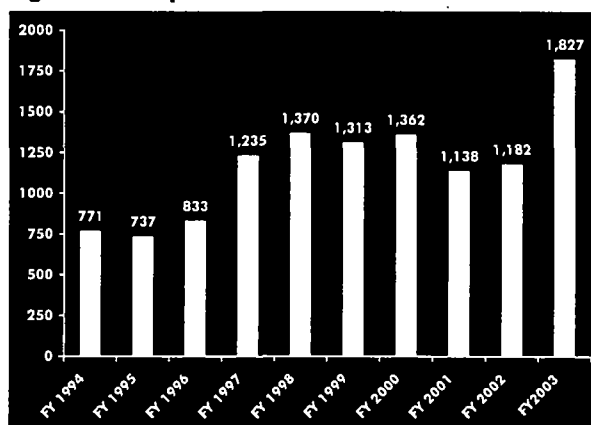


Figure 14. Adjustments FY 1994 - FY 2003



RECERTIFICATIONS

Per federal regulations, every program participant's family composition, income, and eligibility for deductions must be re-verified each year to ensure continued eligibility. The staff completed 3,091 recertifications for those who remained in the same unit. The 434 moves mentioned in a previous section are also recertified; but they are classified separately due to the change in location. Recertifications for the 11-B developments are conducted at the management office on site. There, a Leased Housing staff reviews the verifications/calculations and inputs the data into the AS400 for transmission to HUD.

Figure 15. Recertifications FY 2003

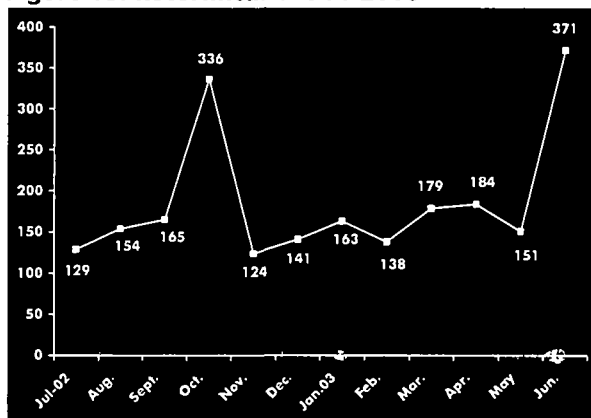
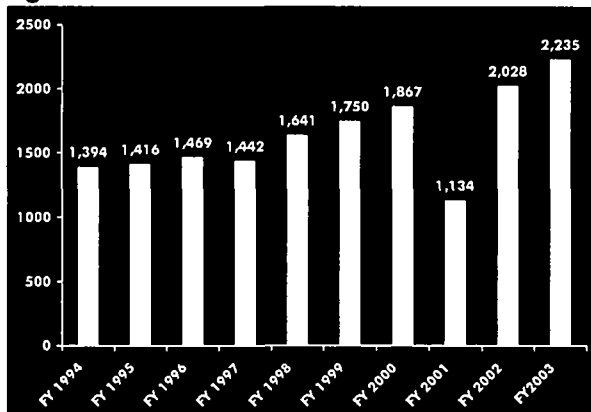


Figure 16. Recertifications FY 1994 - FY 2003



REPAYMENTS

FY2003 is the second year that the PHA did not need to reimburse landlords for vacancy claims (rent owed by tenants for failure to give 30-day notice) nor for damages caused by tenants. Payments to owners have been decreasing since FY 1997 and eventually they will cease altogether since they are applicable only to contracts signed prior to October 1, 1995.

The department's damage claim policy states that participants must reimburse the PHA for such payments. During FY 2003, the department collected \$6,312.98 as reimbursement for damage claims as well as money owed due to unreported income. This year, none of the families lost their rental assistance for failure to make the agreed upon payments.

The department also collected \$3,699.00 from waiting list applicants and \$928.00 from transfers who owed the PHA back rent as a result of a previous tenancy in public housing. Since FY1997, the department has recouped \$125,425.00 from participants and applicants. None of the families failed to respond to the notices for repayment and were withdrawn from the waiting list.

This year, 49 cases were referred to the Fraud Investigator either because of tips from anonymous callers or discrepancies noticed by staff.

Table 10. Repayments FY 1997-FY 2003

Year	Repayments due to Damages + Unreported Income	Repayments from Public Housing Tenancy
FY 1997	\$17,793.00	\$1,855.00
FY 1998	\$22,530.18	\$869.00
FY 1999	\$24,824.18	\$2,126.69
FY 2000	\$15,564.50	\$4,066.28
FY 2001	\$10,801.44	\$6,121.87
FY 2002	\$4,510.70	\$3,439.54
FY 2003	\$6,312.98	\$4,627.00

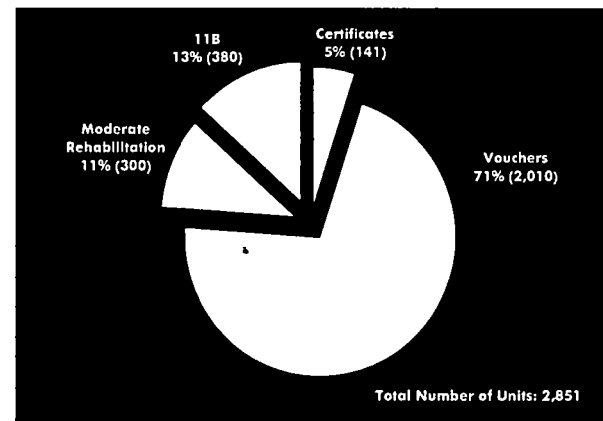
Although repayments for damages were collected prior to FY1997, this data is not available. Collection of money for prior residency in Public Housing did not begin until 1997.

CURRENT INVENTORY OF SECTION 8 UNITS

During FY 2003, the PHA administered 2,831 units (not including 395 transfers) of Section 8 housing throughout the City of Providence. Figure 16

illustrates the breakdown of the three classifications of Section 8 Rental Assistance administered by the Leased Housing Department. The Moderate Rehabilitation Program includes the SRO Units at the YMCA, Advent House and Advent Apartments as well as those at Barbara Jordan II, Fox Point Housing and Lexington Avenue Apartments. This program also includes two small apartment buildings for a total of 13 other units. The 11-B Projects are also called Substantial Rehabilitation and include the units at Barbara Jordan I Apartments, Maplewood Terrace and Villa Excelsior. The majority of allocations are attributed to the merged Certificate (5%) and Voucher Programs (71%), followed by 11-B Projects (14%), and Moderate Rehabilitation (10%).

Figure 17. Inventory of Section 8 Units FY 2003



FEE DISTRIBUTION BY PROGRAM

During FY 2003, the Leased Housing Department earned \$2,050,740.51 from HUD for administering the Section 8 Programs well and maintaining a high lease rate. This is a 7% increase from last year and the highest amount of fees earned since the inception of the Section 8 Program in spite of the fact that the fee schedule decreased three years ago. This figure does not include approximately \$186,000.00 which is earned from the administering of vouchers transferring into Providence.

Funds are now combined for the Certificate and Voucher Programs. Of the combined program almost ninety-four (94%) of the fees earned are generated from vouchers. The Certificate Program which historically has been the largest program is now the smallest. The distribution of fees earned by program is as follows: 5% for 11-B Projects, 12% for Moderate Rehabilitation, 83% for the Certificate and Vouchers.

Over the past ten years, administrative fees have varied based on the number of subsidies and the rate (based

on the fluctuating Fair Market Rent) paid by HUD. During FY 1994, the Leased Housing Department earned \$1,270,000.00 for administering the Section 8 Programs. Fees earned during the current fiscal year are sixty-one percent (61%) higher than ten years ago.

Administrative fees accrue for each unit leased per month. Additional fees for families deemed "hard to house" by HUD are not included in the Figure 17. Those classified as "hard to house" have either three or more minors or include a disabled person. When such a family leases for the first time or moves to another unit, an additional \$75 one time fee is earned. During FY2003, 306 families in this classification were leased resulting in an additional \$22,950.00.

The Leased Housing Department uses all fees to operate the Section 8 Programs and the balance defers other costs incurred by the PHA.

Figure 18. Fee Distribution by Program FY 2003

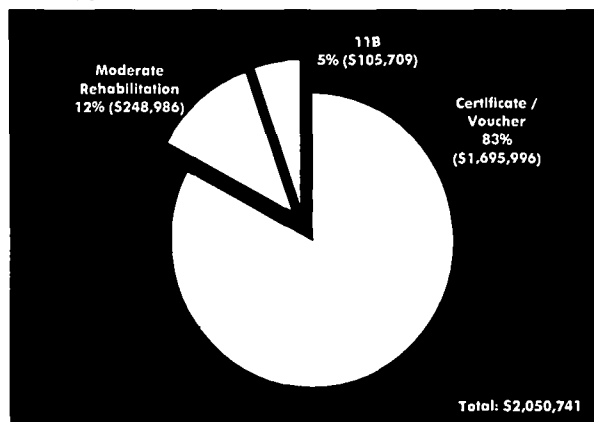
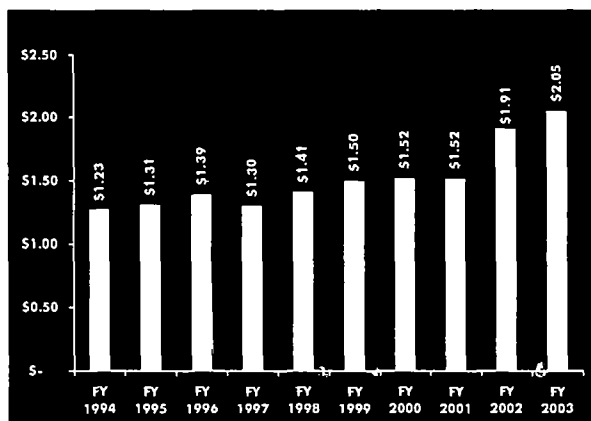


Figure 19. Earned Administrative Fees FY 1994 - FY 2003 (in millions)



TOTAL HOUSING ASSISTANCE PAYMENTS

During FY 2003, the Leased Housing Department distributed Housing Assistance Payments totaling \$19,728,584.38 to private property owners who provided housing for 2,831 subsidized families. This does not include amounts spent and subsequently reimbursed for the 395 transfers into our city. This is a 7% increase in the amounts paid last year and 16% since FY2001 reflecting the higher rents requested by owners. The average housing assistance payment made to an owner is \$520.00 per month which is a 7% increase from FY 2002. The minimum payment is \$1.00 and the maximum is \$1,358.00. The average tenant contributes \$258.00 towards rent and utilities.

Since FY1994, payments to owners increased thirty percent (30%) from \$15.1 million to 19.7 million. This is reflective of the current market boom as well as the fact that the program assists twenty-two percent (22%) more families. Until FY2001, the increase in payments had only reached 10%.

Figure 20. Housing Assistance Payments by Program FY 2003

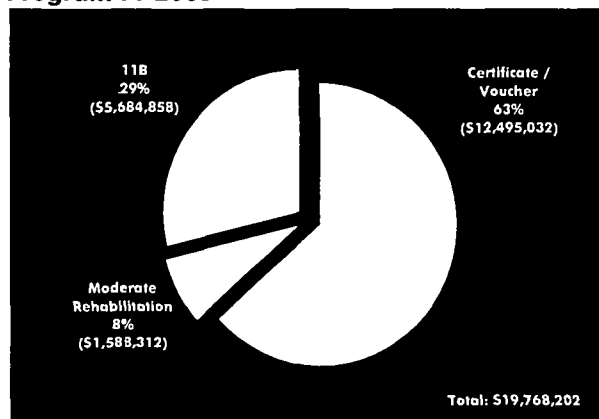
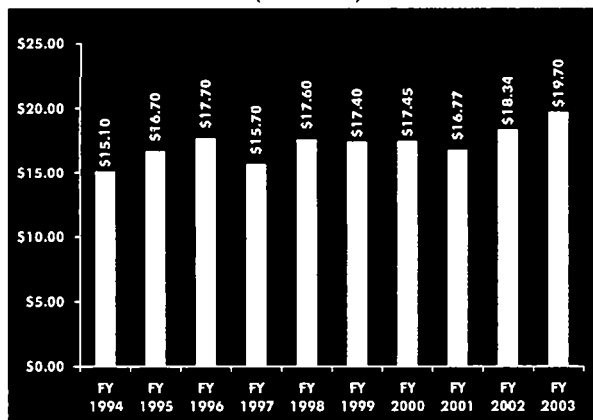


Table 11. Total Housing Assistance Payments by Program FY 1993-FY 2003

Year	Certificate	Voucher	Moderate Rehabilitation	11-B
FY 1994	\$5,638,336	\$2,847,632	\$2,003,770	\$3,764,018
FY 1995	\$6,632,758	\$3,173,223	\$2,046,613	\$4,836,526
FY 1996	\$6,445,483	\$3,257,299	\$2,036,055	\$5,962,037
FY 1997	\$6,059,557	\$3,041,111	\$1,901,438	\$5,962,037
FY 1998	\$6,065,077	\$3,041,111	\$1,801,855	\$6,276,509
FY 1999	\$6,278,866	\$3,386,384	\$1,913,184	\$5,800,808
FY 2000	\$6,026,423	\$3,860,282	\$1,779,847	\$5,781,121
FY 2001	\$413,037	\$9,291,050	\$1,693,603	\$5,373,857
FY2002	\$11,060,644		\$1,602,504	\$5,684,858
FY 2003	\$12,495,032.38		\$1,588,312.00	\$5,645,240.00

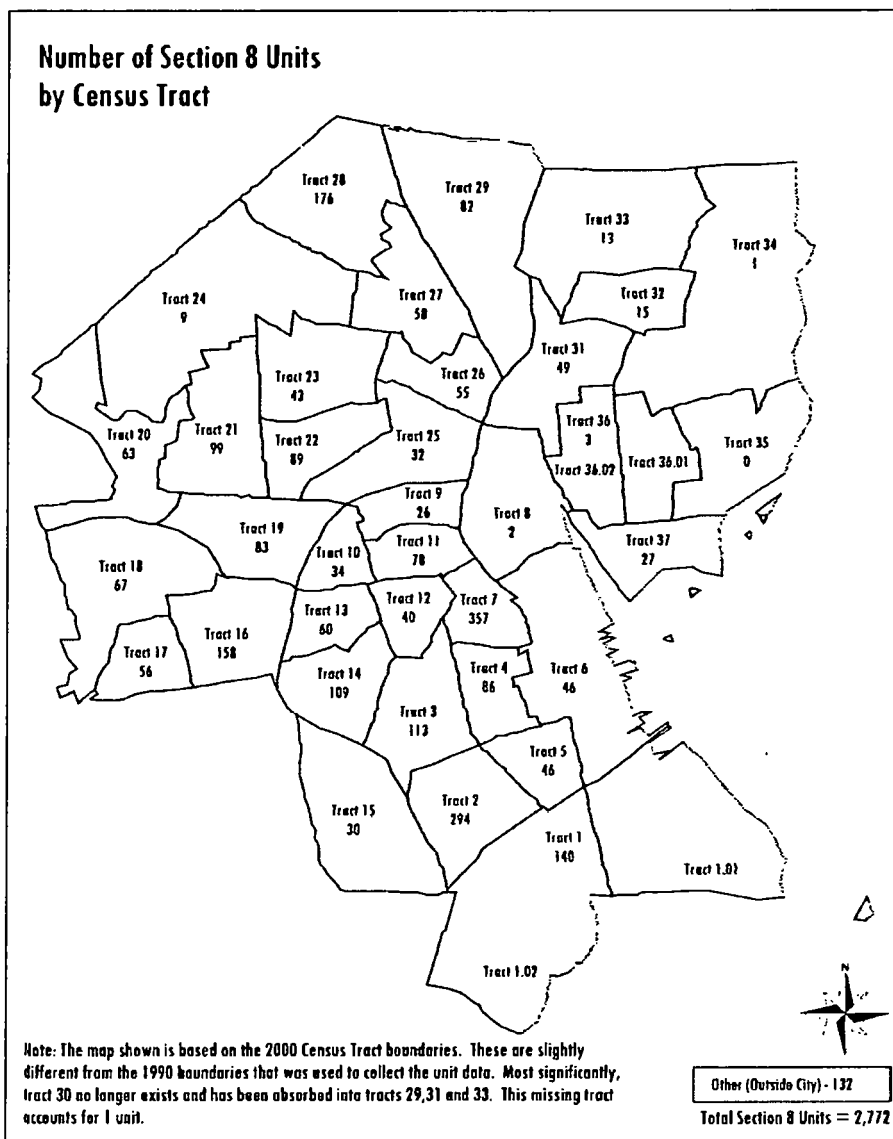
As noted in Table 11, the Certificate Program has historically been the largest program and made the largest payments, followed by the Vouchers, 11B (Substantial Rehab.) and the Moderate Rehabilitation Programs. The Certificate Program has been reduced to only 141 Project Based Units.

**Figure 21. Housing Assistance Payments
FY 1994 - FY 2003 (in millions)**

LOCATION OF UNITS

As illustrated in Figures 21 and 22, the families (including transfers into Providence) participating in the Certificate/Voucher and Moderate Rehabilitation Programs are spread throughout the city. There are participants residing in almost every census tract and neighborhood of our jurisdiction with the exception of the Wayland neighborhood on the East Side. The neighborhood with the most families is Upper South Providence (423 – 15.2%) followed by Elmwood (333-12.0%) and the West End (262-9.4%). In previous years, Elmwood contained the largest number of participants, followed by Silver Lake and Upper South Providence as third. The shift since FY2002 reflects the number of families residing at Lockwood Plaza. Only 4.8% of families with a PHA subsidy are living in another city or state.

Figure 23





Recently constructed Facilities Management administrative building

F *Department of* **Facilities** **Management**

DIRECTOR'S SUMMARY

The Department of Facilities Management is comprised of three divisions, Field Operations, Modernization, and Administration & Planning. Formed in 1999 when the Facilities Management Department and the Department of Modernization & Development merged, it is the largest department at the PHA with more than 120 full time staff members. Field Operations provides building and grounds maintenance as well as residents with "on call" unit maintenance service twenty-four hours a day, 365 days per year. The Modernization Division administers the Capital Fund Program (CFP), which provides HUD funding for the Authority's capital improvement projects. The Division oversees the Authority's construction projects and provides technical assistance to Field Operations personnel in solving design and construction related problems. Administration & Planning is responsible for the day-to-day operation of the computerized work order system, the department's extensive occupational safety program, the annual HQS inspection of each apartment, the inventory control program at the Authority's nineteen warehouses and command and control of the dispatch function, which is operational 24/7.

Safety training undertaken during the year including instructional training in Lockout Tagout, Hazardous Communications, Bloodborne Pathogens, Personal Protective Equipment, Defensive Driving, Supervisory, Industrial Lift, Respirator, Ergonomics and Incident Investigation. All newly hired employees were offered Hepatitis B training and vaccinations in October with 113 accepting the vaccines; a 94% participation level. Several administrative policies and procedures were updated and re-issued to senior staff during the year

including Workers' Compensation, Family Medical Leave, Vehicle Accidents, Safety Training, Employee Accountability, Personal Protective Equipment, and Reprimands. Step-by-step procedures, sample forms, and instructions were included to assist Foremen with their administrative responsibilities in these areas. In addition, a Power Equipment Safety, Operations and Maintenance Procedures Manual was developed this year to provide guidance for FM staff in the safe use of power tools and equipment.

During Fiscal Year 2003, the Authority's two HQS inspectors inspected all 2607 units. The inspectors also conducted Buildings and Grounds Inspections using their handheld computers. The PHA's inventory control program went through a complete one year cycle for the first time in FY2003. Using the handheld computers with an attached bar code scanner, inventory was scanned out by staff by work order. After the first full year of operation, problems with the inventory control system were identified and recommendations suggested. In November of 2002, the Foremen were provided access and trained on the Public Housing Authority Software so they could begin to check the status of individual work orders as well as inventory information.

During Fiscal Year 2003, 81,018 work orders were processed, an increase of 7.8% from the previous year. This increase is attributed to several factors including a large increase in routine/tenant service work orders and the fact that planned scheduled work orders for Admiral Terrance and Sunset Village as well as Dexter Manor II are counted on their own and no longer included with Chad Brown and Dexter I respectively. Each development therefore will have its own routine work orders instead of having one for each combined location.

The HUD funded Capital Fund Program (CFP) or its predecessor, the Comprehensive Grant Program

(CGP) finances the Authority's capital (modernization) projects. The Modernization Division prepares both an Annual Plan and a rolling Five-Year Plan for HUD approval, which identifies those modernization projects the Authority wishes to fund. At the end of FY 2003, the Authority had three open modernization budgets. CFP Budget 50100, FY 2000, approved at \$4,747,622, was fully obligated and had \$4,584,287 (97%) in expenditures. The CFP50101 Budget, FY 2001, approved at \$4,843,932, was fully obligated and had \$3,377,162 (70%) in expenditures by the end of this fiscal year. The CFP50102 Budget, FY 2002, approved at \$4,601,981, incurred \$1,945,867 (42%) in obligations

As the Fiscal Year ended, construction was well underway on the new Facilities Management headquarters building located at Hartford Park. In addition, a contract was awarded in June for the construction of a new Community Center at Hartford Park located next to the new FM building.

and had \$1,434,386 (31%) in expenditures as of the end of this fiscal year. A fourth budget, CGP 708, in the amount of \$5,221,144 was fully obligated and expended during the fiscal year. The close out report for this budget was forwarded to the HUD Office in Providence in March. The Authority submitted its new CFP Annual Plan for Fiscal Year 2003 funding (Budget 50103) in April 2003. It is expected that the Authority will receive a funding notification from HUD by late August 2003.

The Modernization Division undertook a number of significant projects this year. As the Fiscal Year ended, construction was well underway on the new Facilities Management headquarters building located at Hartford Park. In addition, a contract was awarded in June for the construction of a new Community Center at Hartford Park located next to the new FM building.

Construction was also completed for a new fire alarm system at Dexter Manor, underground irrigation systems at Dexter Manor, Dominica Manor, Carroll Tower and Parenti Villa, and interior and exterior renovations of two handicapped scattered site units located on Cahill and French Street. At Chad Brown/Admiral Terrace, the ongoing modernization of kitchens continued this year with the thirty

additional units receiving new cabinets, sinks, countertops and stoves

FIELD OPERATIONS DIVISION

Safety and Security

All employees who operate PHA vehicles attended a 3.5-hour defensive driving training class presented by Beacon Mutual in July of 2002. Several safety-training classes were held in August as well; topics included Supervisory, Industrial Lift, and New Hire Safety Orientation Training. A representative from Beacon Mutual completed dosimeter testing for employees operating walk-behind mowers and gas-powered trimmers. This was necessary because earlier testing indicated these operations generated noise levels close to the permissible exposure limits. The August 2002 test results showed improvement eliminating the need for further action. Beacon Mutual periodically performs dosimeter tests to ensure employee safety. Phase II of Ergonomics training was completed in September. In this phase, the Beacon Mutual representative visited all of the maintenance shops to review the prior training material with each crew. Employees completed a short quiz to test their knowledge of the subject. The third and final phase of the Ergonomics training was completed in October. In this phase, all Facilities Management employees were provided a refresher course on the Ergonomics training to date, and a review of the quiz administered in Phase II of the program. Drafts for Supervisory Training Program and the Industrial Lift Program were completed and submitted to the Executive office for approval. Both programs were part of the ongoing PHA OSHA Compliance Program. Beacon Mutual Insurance performed an Ergonomics survey of the Hartford Administration/Dispatch and Dexter Administration offices in November. The purpose of the inspection was to determine if workstations are set up according to ergonomic standards. A report was



A PHA Electrical staff-person replacing site lights at Hartford Park

issued identifying problem locations and recommended appropriate solutions. The Ergonomics specialist was also available to assist PHA staff in improving their workstations and work habits. Also in November, Gordon Hearing and Occupational Health and Rehabilitation performed annual hearing audiograms for 12 F/M employees at Hartford Park. Employees operating backhoes and Scag mowers are required to be tested annually due to the high decibel levels emitted by the equipment. Several policies and procedures were updated and re-issued to Senior Staff covering the areas of Workers' Compensation, Family Medical Leave, Vehicle Accidents, Safety Training, Employee Accountability, Personal Protective Equipment, and Reprimands. Step-by-step procedures, sample forms, and instructions were included to assist Foremen with their administrative responsibilities in these areas.

In January, three new safety-training programs, ladder safety, electrical safety, and welding were approved by the Executive offices and will be implemented as part of the 2003 safety-training program. Supervisory training was held for all Foremen, identifying supervisory responsibilities and providing an overview of all OSHA Compliance programs. The Hepatitis B program continued, with 28 employees receiving HBV vaccinations. Respirator medical evaluations took place, and fit testing and training were completed in February. All OSHA Compliance training programs were scheduled for March. In addition, twenty-two employees were certified in Lock Out Tag Out (LOTO) procedures. Three Foremen attended a Job Safety Analysis class offered by Beacon Insurance. In April, classes were held for all operations personnel in the areas of Lockout/Tagout, Hazardous Communications (4 sessions), Bloodborne Pathogens and Personal Protective Equipment (4 sessions). Supervisory personnel attended Performance Evaluation training and four Modernization employees received Ergonomics Training at their workstation. In May, several Operations supervisory staff members attended Incident Investigation Training at the Radisson Airport Hotel offered by Beacon Mutual. Sixty operations Staff attended training for the "Genie" Lift, a moveable platform that extends to approximately 40 feet and is used for exterior repairs including roof work, painting, and exterior wall repair.

A Power Equipment Safety, Operations and Maintenance Procedures Manual was developed this year to provide guidance for Facilities Management Staff in the safe use of power tools and equipment. The manual was broken down into the categories of

hand and shop tools, custodial, lawn/grounds, power and miscellaneous

Curb Appeal and Marketability



Parenti Villa site as seen from the street

Once again this year, the department utilized a work crew, consisting of temporary workers supervised by a senior employee to beautify PHA sites through site cleanup, lawn repair, mulching, flower and shrub planting, pruning and weeding. In addition to landscaping and site work accomplished by the summer crew, several projects were undertaken in an attempt to address aesthetics and general beautification of the site. Installation of new ornamental picket fencing at Dominica Manor was completed last July. Once the fence was finished, Patriot Maintenance, Inc. installed concrete mow strips under the fencing. River Point Construction completed slope protection and walkway improvements at (90 Fillmore Street) Admiral Terrace. This project was comprised of a new retaining wall, sidewalks, sod, fencing, and installation of railings at the steps. At the end of June, the planting of trees, shrubs, and ground cover plants for this project was awarded to M.O.N. Landscaping and was scheduled for completion in the fall of 2003. An Authority-wide contract was executed with Samuel Kinder and Bros., arborists, to prune trees on the Authority's properties. Every development had tree pruning and removal work accomplished and more than \$50,000 was expended on this work. Central Nurseries supplied various plant materials for a small planting bed in the rear of Dexter Manor. The plants and shrubs included azaleas, rhododendrons, al camellias, fortunei, and junipers and were planted in October by FM personnel. A phased project at Chad/Ad/Sunset to repair and repoint the brick exteriors of all buildings in the development was initiated this year. Contractors Network began repair

of exterior masonry walls at Sunset Village in November and by the end of the fiscal year, they had substantially completed work at Sunset Village. At the end of June, CAL Restoration, Inc. was awarded a contract to complete the final phase of work at Chad Brown and Admiral Terrace. Dion Signs completed removal of existing lettering and installation of new building address signs at 10 locations in Manton Heights. Ocean State Building Wrecking & Asbestos Removal completed the remediation of pigeon excrement on the balconies at Hartford Park. Exterior renovations for porches, vinyl siding, and window replacement at 397 Cahill and 14 French, two handicapped accessible single-family Scattered Site locations, were well underway. Martin's Painting completed the exterior painting of eight Scattered Site units on Derry Street in September. Martin's also completed exterior painting at four houses on Cortez Street, and six in Project 1-21 on Harrison, West Clifford and Willard Streets. Datop Sprinkler Specialists, Inc. completed the installation of underground lawn sprinkler systems at Dexter, Dominica, Carroll, and Parenti in May. By the end of the fiscal year, Narragansett Improvement Corp. had substantially completed the repaving of entire parking lot at Parenti Villa including a new concrete dumpster pad as well as repaving sections of the parking lot at Carroll Tower and also installing a new dumpster pad.

This technology will make the department more efficient by allowing staff, particularly the Foremen, to provide timelier quality control and follow up on work order information.

Administration

HQS Inspectors continued to perform individual unit inspections as well as Buildings and Grounds Inspections using the handheld computers. The inspectors perform property, site, and common area inspections annually, and the building exteriors are inspected semi-annually. Skilled trades and HVAC staff perform building system inspections. The HQS Inspectors schedule the buildings to be inspected, perform the inspections in conjunction with unit inspections, and generate work orders based on violations identified. The PHAS system tracks the inspection date, the work orders generated, and whether the building passed or failed. The inspectors also attempt to inspect all 2,607 units in the PHA inventory.

Imaging/Scanning

Image scanning of all completed work orders began in February 2003. All Foremen have the ability to access copies of closed work orders on their computers. This technology will make the department more efficient by allowing staff, particularly the Foremen, to provide timelier quality control and follow up on work order information. They will no longer have to look up the hard copy work order to check on comments that may not have been translated onto the actual work order due to space limitations.

Inventory Control

The inventory system month-end close program was tested in December 2002. The system functioned properly. This was the final phase of the system implementation; all features became operational on that date. The annual inventory began on June 25, 2003 with the initial counting completed that day. The quality control recounting of a sample of the inventory and the scanning of part numbers and quantities was completed the next day.

Work Orders

Facilities Management processed an all time high number of 81,018 work orders during the fiscal year; an increase of 7.8% from the previous year. Routine/resident service work orders increased by more than 6,000 driven by the fact that tenants have become better educated through the HQS inspection process and call in routine problems in anticipation of the HQS inspection being conducted. In addition, the scheduled-planned work orders have increased as work done at Admiral Terrace, Sunset and Dexter II now get there own work orders instead of the work being done on a work order that covered multiple developments. as was done previously.

Work orders are categorized into nine types: (1) emergency, (2) urgent, (3) routine, (4) vacancy rehabilitation, (5) HQS referrals-MOD, (6) scheduled maintenance planned (7) scheduled maintenance preventative, (8) vandalism and (9) extraordinary. The largest percentage of work orders written was in the routine and scheduled maintenance planned category both at 36% each. A total of 30% of the scheduled maintenance planned work orders were performed in family sites and 70% in elderly sites. Tasks in this category include most day-to-day activities associated with interior and exterior building common area work at developments. Also included are seasonal programs such as snow removal, lawn care, etc. Scheduled maintenance preventive was the next most common work order written at 19% of the total workload. Of the total work orders generated during the fiscal year,

only 2,135, or 3% were outstanding as of June 30, 2003. This is in line with the department's accomplishments in each of the past ten years.

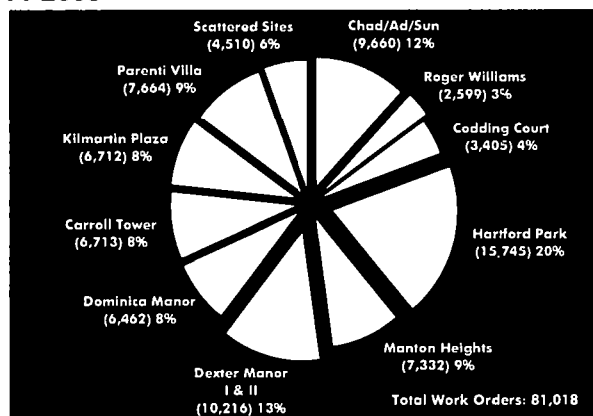
Table 1. Total Work Orders FY 1994 – FY 2003

Fiscal Year	Work Orders	Percent change from Previous Year
FY 1994	48,941	3.08%
FY 1995	51,530	5.29%
FY 1996	53,074	3.00%
FY 1997	53,997	1.74%
FY 1998	55,220	2.26%
FY 1999	57,283	3.74%
FY 2000	62,346	8.84%
FY 2001	72,040	15.55%
FY 2002	75,139	4.30%
FY 2003	81,018	7.82%
Average	61,059	N/A

★ WORK ORDERS BY DEVELOPMENT

For the tenth consecutive year, Hartford Park generated more work orders than any other development. In FY 2003, there were 15,745 work orders at Hartford Park, which accounted for 19% of the annual total workload. The Dexter Manor I and II developments accounted for the second highest total of work orders at 10,216, or 12% of the annual total.

Figure 1. Work Orders by Development FY 2003



The fewest work orders recorded occurred at the Roger Williams development for the eighth consecutive year. There were 2,599 work orders, or 3% of the annual total at Roger Williams. Table 2 depicts the percent change in work orders written at each development from FY 2002 to FY 2003.

Table 2. Change in Work Orders by Development FY 2002 to FY 2003

Development	FY 2002	FY 2003	Percent Change
Chad/Ad/Sun	7,233	9,660	33.55%
Roger Williams	2,539	2,599	2.36%
Coddington Court	3,168	3,405	7.48%
Hartford Park	15,157	15,745	3.88%
Manton Heights	7,231	7,332	1.40%
Dexter Manor I & II	9,561	10,216	6.85%
Dominica Manor	5,935	6,462	8.88%
Carroll Tower	6,023	6,713	11.46%
Kilmarin Plaza	6,698	6,712	0.02%
Parenti Villa	7,198	7,664	6.47%
Scattered Sites	4,396	4,510	2.59%
Total	75,139	81,018	7.82%

From FY 2002 to FY 2003 there was an increase of 5,879 work orders or 7.82% from the previous year. Hartford Park, with the largest overall total of work orders written for the year, generated 588 more work orders in FY 2003 than the previous year, a 4% increase.

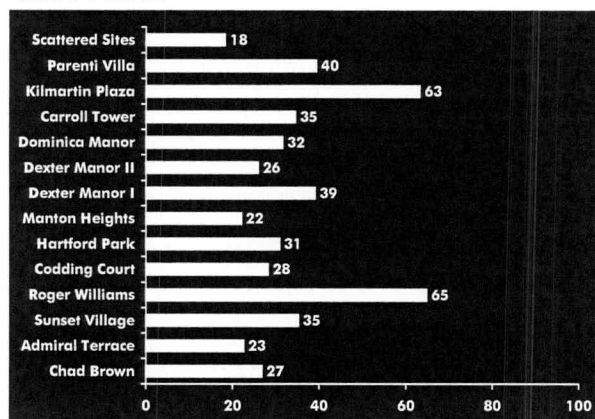
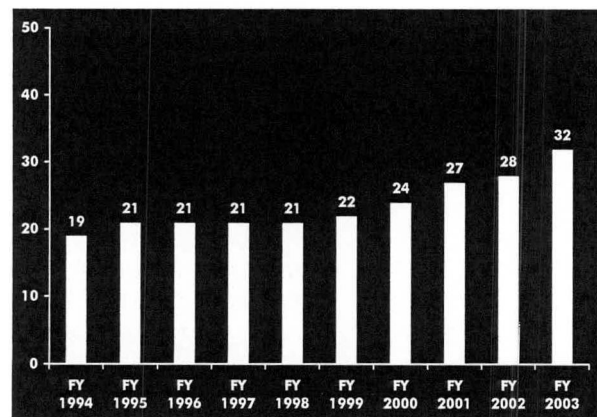
Factors such as age of the facilities, physical condition, and that some classifications of work orders produce the same numbers regardless of the development size affect these numbers.

★ NUMBER OF WORK ORDERS TO UNITS

The ratio of work orders to PHA units in FY 2002 was 29:1. This has increased to an average of 31:1 for FY 2003. With a total of 37,767 work orders, the elderly/disabled developments generated an average of 33 work orders per unit. Family developments had an average of 29 work orders per unit. Roger Williams generated the highest per unit average of 65 work orders. While these numbers provide an overall view of total work order levels, an examination of gross work order numbers does not provide a fair comparison. Factors such as age of the facilities, physical condition, and that some classifications of work orders produce the same numbers regardless of the development size affects these numbers. Table 3 presents the Work Orders to Unit Ratios for all developments.

Table 3. Work Orders to Unit Ratio FY 2003

Development	No. of Work Orders	No. of Units	Ratio
Chad Brown	5,332	198	27:1
Admiral Terrace	3,480	153	23:1
Sunset Village	848	24	35:1
Roger Williams	2,599	40	65:1
Coddling Court	3,405	120	28:1
Hartford Park	15,745	508	31:1
Manton Heights	7,332	330	22:1
Dexter Manor I	7,846	200	39:1
Dexter Manor II	2,370	91	26:1
Dominica Manor	6,462	204	32:1
Carroll Tower	6,713	194	35:1
Kilmartin Plaza	6,712	106	63:1
Parenti Villa	7,664	194	40:1
Scattered Sites	4,510	245	18:1
Total	81,018	2,607	31:1

Figure 2. Average Number of Work Orders per Unit FY 2003**Figure 3. Average Number of Work Orders per Unit FY 1994 - FY 2003**

Note: These figures reflect actual work order generated for the fiscal year. The figures do not include carry-overs from the previous year.

★ WORK ORDERS BY CATEGORY TYPE

The Facilities Management Department tracks work orders by nine category types: (1) emergency, (2) urgent, (3) routine, (4) vacancy rehabilitation, (5) HQS referrals-MOD, (6) scheduled maintenance planned, (7) scheduled maintenance preventative, (8) vandalism, and (9) extraordinary. Several categories of work orders are used for the Public Housing Assessment System (PHAS) monitoring and reporting. With the advent of the new computer system, the department has the ability to classify work orders by a number of work categories. These categories, such as electrical, plumbing, carpentry, can also be sorted and printed in any number of formats. Any information gathered on work order requests is available for downloading from the system and manipulation by sorting, specific selection criteria, and much more.

Over the past ten years, the distribution of work orders by type has remained relatively constant. As the general level of work orders increases, so does the general level by type for each type in relation to its percentage of the total annual work orders. Scheduled maintenance, both planned and preventative, routinely comprises the majority of work orders averaging 60% of the total over the past ten years. Routine work orders account for 28% of the total. Therefore, the balance of total work orders of 12%, accounts for call for emergency, urgent, vacancy rehabilitation, HQS inspection, vandalism, and extraordinary work orders.

During FY 2003, the department of Facilities Management performed 81,018 work orders. The number of work orders written has continued to rise. The percentage relationship between work order types however, has remained relatively constant. Scheduled Maintenance still commands the highest amount of staff attention as 44,970 work orders were written for this category. Routine work orders continue to be the second highest type written with 29,532.

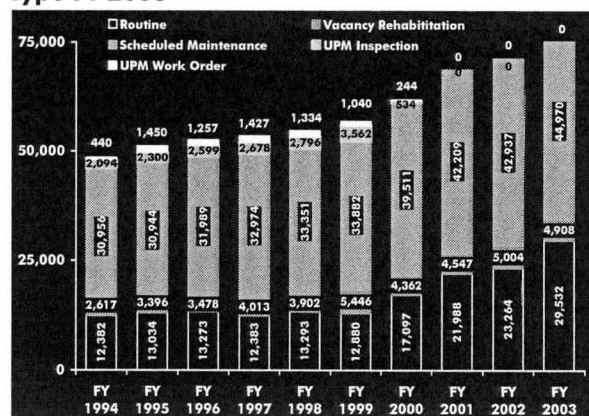
Figure 4. Work Orders as a Percent of Total by Type FY 2003

Table 4. Work Order Categories as a Percent of Total Work Orders FY 1994 – FY 2003

Year	Emergency	Urgent	Routine/Res. Serv	Vac. Rehab/Unit TA	Planned/Preventative	Sched Maint-Plan	Sched Maint-Prev	Vandalism	UPM Inspection	UPM Work Order	Cyclical Paint	Extraordinary	HQS Referrals	Total	Total W/O's Completed	% W/O's Completed
FY 1994	104	N/A	12,382	2,617	30,956	N/A	N/A	181	2,094	440	167	N/A	N/A	48,941	48,622	99.0%
Percent	0.21%	N/A	25%	5%	63%	N/A	N/A	0.37%	4%	1%	0.34%	N/A	N/A	100%		
FY 1995	72	N/A	13,034	3,396	30,944	N/A	N/A	221	2,300	1,450	113	N/A	N/A	51,530	50,480	96.0%
Percent	0.14%	N/A	25%	7%	60%	N/A	N/A	0.43%	4%	3%	0.22%	N/A	N/A	100%		
FY 1996	133	N/A	13,273	3,478	31,989	N/A	N/A	255	2,599	1,257	90	N/A	N/A	53,074	51,756	95.0%
Percent	0.25%	N/A	25%	7%	60%	N/A	N/A	0.48%	5%	2%	0.17%	N/A	N/A	100%		
FY 1997	148	N/A	12,383	4,013	32,974	N/A	N/A	234	2,678	1,427	140	N/A	N/A	53,997	53,989	99.0%
Percent	0.27%	N/A	23%	7%	61%	N/A	N/A	0.43%	5%	3%	0.26%	N/A	N/A	100%		
FY 1998	121	N/A	13,293	3,902	33,351	N/A	N/A	233	2,796	1,334	190	N/A	N/A	55,220	55,160	99.6%
Percent	0.22%	N/A	24%	7%	60%	N/A	N/A	0.42%	5%	2%	0.34%	N/A	N/A	100%		
FY 1999	110	N/A	12,880	5,446	33,882	N/A	N/A	219	3,562	1,040	144	N/A	N/A	57,283	57,245	99.5%
Percent	0.19%	N/A	22%	10%	59%	N/A	N/A	0.38%	6%	2%	0.25%	N/A	N/A	100%		
FY 2000	187	167	17,097	4,362	39,511	N/A	N/A	174	534	244	60	10	N/A	62,346	62,046	99.0%
Percent	0.30%	0.27%	27%	7%	63%	N/A	N/A	0.28%	0.86%	0.39%	0.10%	0.02%	N/A	100%		
FY 2001	871	1,635	21,988	4,547	N/A	27,752	14,457	213	N/A	N/A	N/A	13	564	72,040	71,380	98.0%
Percent	1%	2%	31%	6%	N/A	39%	20%	0.30%	N/A	N/A	N/A	0.02%	1%	100%		
FY 2002	749	2,655	23,264	5,004	N/A	27,735	15,202	337	N/A	N/A	N/A	2	191	75,139	75,223	99.0%
Percent	1%	4%	31%	7%	N/A	37%	20%	0.45%	N/A	N/A	N/A	0.00%	0.25%	100%		
FY 2003	578	603	29,532	4,908	N/A	29,529	15,441	308	N/A	N/A	N/A	0	119	81,018	80,020	98.8%
Percent	0.71%	0.74%	36%	6%	N/A	36%	19%	0.38%	N/A	N/A	N/A	0%	0.15%	100%		

Notes: 1) Planned/Preventative Maintenance was split into Scheduled Maintenance Planned and Scheduled Maintenance Preventative in FY2001.
 2) UPM Inspection, UPM Work Order and Cyclical Paint were discontinued after 2000 and became HQS Referrals in 2001.
 3) Two new categories – Urgent and Extraordinary were added in 2000.

1. Emergency Work Orders

The department recorded 578 emergency work orders during FY 2003, a 23% decrease from FY 2002 continuing the downward trend from 2001. This decrease is attributable to the effectiveness of the HQS inspection system over the past several years in identifying emergencies and having them corrected as well as making sure work orders are not misclassified as emergencies. Emergency work orders include such things as gas leaks, smoke detector malfunctions, some electrical problems such as broken GFI's and exposed wires as well as any situation that endangers the health and safety of residents. Facilities Management responds to and completes emergency work orders within 24 hours of when they occur.

Urgent calls are situations that pose a threat to persons or property if left unattended, but not life threatening.

2. Urgent Work Orders

This category of work order, newly created during FY 2000, is part of the implementation of the new DPS system Work Order Module. It is a category of tenant services performed that denotes more of a sense of urgency is needed in response to the request as opposed to routine. Urgent calls are situations that pose a threat to persons or property if left unattended, but not life threatening. This type of situation, if not addressed, could allow damage to be caused to PHA buildings or systems, such as roof leaks, water leaks or floods, broken window glass, and so on. Urgent requests should be addressed within twenty-four hours. During FY 2003, the department recorded 603 urgent work orders, a 77% decrease from FY 2002. This decrease is attributable to staff having a clearer understanding of what should be classified as urgent and not misclassifying work orders to this category.

3. Routine Work Orders

The department recorded 29,532 routine work orders (resident) during FY 2003, an increase of 26% over FY 2002 routine requests and equivalent to 36% of the total annual workload. HQS inspectors for the past three years have advised residents to call in routine work orders as they occur. Average response time for Routine work orders was within one (1) day, which is considerably less than the industry standard of three days.

Table 5. Routine Work Orders per Unit Ratio FY 2003

Development	Number of Work Orders	Number of Units	Ratio
Chad Brown	2,660	198	13:1
Admiral Terrace	1,747	153	11:1
Sunset Village	301	24	13:1
Roger Williams	461	40	9:1
Codding Court	1,064	120	12:1
Hartford Park	6,872	508	14:1
Manton Heights	3,751	330	11:1
Dexter Manor I	1,942	200	10:1
Dexter Manor II	794	91	9:1
Dominica Manor	1,676	204	8:1
Carroll Tower	1,777	194	9:1
Kilmartin Plaza	1,061	106	10:1
Parenti Villa	2,091	194	11:1
Scattered Sites	3,335	245	14:1
Total	29,532	2,607	11:1

4. Vacancy Rehabilitation

Vacancy Rehabilitation work orders are generated for the work associated with Unit Turnarounds. Facilities Management staff performed 4,908 vacancy rehabilitation work orders during FY 2003, a decrease of 96 work orders or 2% from FY 2002. There were 480 dwelling units "turned around" by Facilities Management Staff in FY 2003, which is sixty-five less than the previous year. However, this decrease in total turnarounds was accompanied by an increase in the average work orders per turnaround from 9.18 in 2002 to 10.23 per turnaround in 2003. This reflects the fact that units are requiring more work for each turnaround. Of the total turnarounds, 24% were efficiencies, 19% were one-bedroom, 24% two-bedroom, 23% three bedroom, 8% four bedroom, and 2% were five bedroom units. Additionally, Private Contractors painted 185 apartments that turned over during the year. All units were cleaned, painted and repaired as needed in preparation for leasing.

5. HQS Referrals - Mod

The inspections work order category was originally created in FY 1992 to provide information for the HUD evaluation of Public Housing Agencies using the Public Housing Management Assessment Program (PHMAP), which is now known as the Public Housing Assessment Program (PHAS). To attain a high rating under PHAS, a housing authority must inspect all of its units annually. This category was originally called Unit Preventative Maintenance and consisted of a second

annual unit inspection in addition to the HQS inspection required by PHMAP and conducted by Housing Management. It was found that there was a great deal of duplication of effort and program quality suffered due so many different people conducting inspections. In December 2000, a single inspection system was established with two full time trained inspectors who are part of the Facilities Management staff. Inspections are completed using handheld computers that automatically record inspection results and generate the appropriate work orders. Housing Quality Standard (HQS) Modernization. Referrals are work orders that are generated by the Housing Inspector and forwarded to the Modernization Division. The Modernization Division is then

responsible for reviewing these work orders and attempting to fund them under the Capital Fund Program. These work orders are tracked and reported separately by the system in order to ensure compliance with PHAS requirements. In FY 2003, 166 HQS Modernization referral work orders were generated.

The following table shows that during FY 2003, Facilities Management Inspectors performed 2,607 inspections using the UPCS standards. UPCS standards require an inspector to verify that a unit is vacant and then record the corresponding inspection as inconclusive.

Table 6. HQS Status FY 2003

Work Order Type	Chad Brown	Admiral Terrace	Sunset Village	Roger Williams	Coddling Court	Hartford Park (04)	Hartford Park (06)	Hartford Park (19)	Manton Heights	Dexter Manor I	Dexter Manor II	Dominica Manor	Carroll Towers	Kilmarin Plaza	Parenti Villa	Scattered Sites	Total
Number Inspected	198	153	24	40	120	392	84	32	330	200	91	204	194	106	194	245	2,607
HQS ^{1/}	873	658	29	116	288	1,372	215	143	1,292	353	193	251	271	172	399	1,322	7,947
Work Order per Unit	4.4	4.3	1.2	2.9	2.4	3.5	2.6	4.5	3.9	1.8	2.1	1.2	1.4	1.6	2.1	5.4	3.1
Appliance	122	97	7	22	71	198	70	37	212	64	20	24	32	26	61	238	1,301
Percent	14%	15%	24%	19%	25%	14%	33%	26%	16%	18%	10%	10%	12%	15%	15%	18%	16%
Boiler	16	15	1	2	12	17	6	2	19	5	5	1	1	2	2	59	165
Percent	2%	2%	3%	2%	4%	1%	3%	1%	1%	1%	3%	0%	0%	1%	1%	4%	2%
Carpentry	163	110	3	15	25	312	13	36	236	52	41	30	19	17	49	258	1,379
Percent	19%	17%	10%	13%	9%	23%	6%	25%	18%	15%	21%	12%	7%	10%	12%	20%	17%
Electrical	164	123	3	37	69	264	40	20	271	57	45	51	83	35	111	268	1,641
Percent	19%	19%	10%	32%	24%	19%	19%	14%	21%	16%	23%	20%	31%	20%	28%	20%	21%
Gen. Maint.	141	78	8	22	46	280	40	26	227	73	34	36	56	47	40	291	1,445
Percent	16%	12%	28%	19%	16%	20%	19%	18%	18%	21%	18%	14%	21%	27%	10%	22%	18%
Plumbing	169	143	7	18	49	205	44	19	209	73	40	69	78	33	133	165	1,454
Percent	19%	22%	24%	16%	17%	15%	20%	13%	16%	21%	21%	27%	29%	19%	33%	12%	18%
Painting	79	89	0	0	15	48	2	2	77	21	7	4	0	6	1	32	383
Percent	9%	14%	0%	0%	5%	3%	1%	1%	6%	6%	4%	2%	0%	3%	0%	2%	5%
Referrals ^{2/}	19	3	0	0	1	48	0	1	41	8	1	36	2	6	2	11	179
Percent	2%	0%	0%	0%	0%	3%	0%	1%	3%	2%	1%	14%	1%	3%	1%	1%	2%
Building /Grounds	29	10	0	4	6	47	4	0	41	5	3	4	0	2	1	167	323
Percent	3%	2%	0%	3%	2%	3%	2%	0%	3%	1%	2%	2%	0%	1%	0%	13%	4%

^{1/} Total WO's summarizes all WO types except Buildings and Grounds since they are not unit specific

^{2/} Referrals are made to Management, and Modernization concerning safety, hazardous material and poor housekeeping among others

Table 7 summarizes the number and type of work orders generated from the HQS inspections. The total passed column reflects the total number of units that have passed inspection to date, including re-inspections performed after initial inspection. During FY 2003, 2,607 HQS inspections were performed generating 7,947 work orders or an average of 3.05 work orders per unit inspected. Hartford Park

averaged the highest number of work orders per inspection at 4.5, while Sunset Village generated only 1.2 work orders per unit. By type, carpentry, electrical and plumbing work orders were most common at approximately 19% each of all work orders generated. Boiler and Mod referral work orders were the lowest at 2% each of all work orders generated.

Table 7. HQS Inspection Status By Development FY 2003

Development	Total Units	Total Inspected	% of Units Inspected	Total Passed	% Passed	Total Failed	% Failed	Total Inconclusive	% Inconclusive	% Not Inspected
Chad Brown	198	198	100%	198	100%	0	0%	0	0%	0%
Admiral Terrace	153	153	100%	152	99%	0	0%	1	1%	0%
Sunset Village	24	24	100%	24	100%	0	0%	0	0%	0%
Roger Williams	40	40	100%	40	100%	0	0%	0	0%	0%
Codding Court	120	120	100%	120	100%	0	0%	0	0%	0%
Hartford Park (04)	392	392	100%	384	98%	2	1%	6	2%	0%
Hartford Park (06) ^{1/}	84	84	100%	83	99%	0	0%	1	1%	0%
Hartford Park (19)	32	32	100%	31	97%	1	3%	0	0%	0%
Manton Heights	330	330	100%	318	96%	4	1%	8	3%	0%
Dexter Manor I	200	200	100%	200	100%	0	0%	0	0%	0%
Dexter Manor II	91	91	100%	89	98%	0	0%	2	2%	0%
Dominica Manor	204	204	100%	204	100%	0	0%	0	0%	0%
Carroll Towers	194	194	100%	193	99%	0	0%	1	1%	0%
Kilmartin Plaza	106	106	100%	106	100%	0	0%	0	0%	0%
Parenti Villa	194	194	100%	194	100%	0	0%	0	0%	0%
Scattered Sites	245	245	100%	237	97%	5	2%	3	1%	0%
Total	2,607	2,607	100%	2,573	99%	12	<1%	22	1%	0%

Notes: ^{1/} The total does not include thirty-two units (32) which are in four vacant buildings, which are deprogrammed.

6. Scheduled Maintenance

Scheduled Maintenance work orders are made up of two sub-categories: Scheduled Maintenance-Planned and Scheduled Maintenance-Preventive. Scheduled Maintenance-Planned refers to work orders issued for the performance of routine maintenance items that are done in the same way at regular intervals such as mopping hallways, collecting litter and mowing lawns. There were 29,529 Scheduled Maintenance-Planned

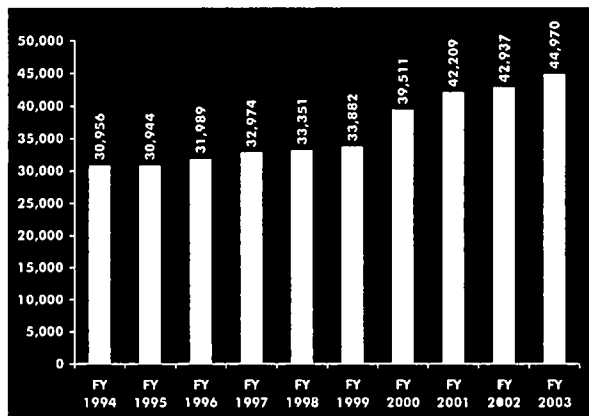
work orders this year. Scheduled Maintenance-Preventive refers to work orders issued for scheduled maintenance procedures that are systematically performed at regular intervals to prevent premature deterioration of the buildings and systems. Examples of this type work order include servicing furnaces and boilers, inspecting fire extinguishers and checking vehicles. The total work orders for this sub-category amounted to 15,441 this fiscal year. There were 44,970

Scheduled Maintenance work orders in FY 2003, an increase of 5% or 2,033 work orders over FY 2002.

Table 8. Scheduled Maintenance Work Orders per Unit Ratio FY 2003

Development	Number of Work Orders	Number of Units	Ratio
Chad Brown	2,019	198	10:1
Admiral Terrace	1,289	153	8:1
Sunset Village	518	24	22:1
Roger Williams	2,035	40	51:1
Codding Court	2,105	120	18:1
Hartford Park	7,025	508	14:1
Manton Heights	2,827	330	9:1
Dexter Manor I	5,520	200	28:1
Dexter Manor II	1,472	91	16:1
Dominica Manor	4,522	204	22:1
Carroll Tower	4,649	194	24:1
Kilmartin Plaza	5,390	106	51:1
Parenti Villa	5,279	194	27:1
Scattered Sites	320	245	1:1
Total	44,970	2,607	17:1

Figure 6. Total Scheduled Maintenance Work Orders FY 1994 – FY 2003



7. Vandalism

During FY 2003, the department completed 308 Vandalism work orders, a decrease of 29 work orders or 9% from FY 2002. Vandalism work orders include graffiti removal and repair of damaged or destroyed exterior and hallway lighting. Vandalism work orders consistently comprise less than 1% of all PHA work orders annually.

8. Extraordinary

Extraordinary work orders include any type of request that refers to items unusual in nature or that do not fall under any one of the other work order categories. No work orders in FY 2003 were written in this category.

★ WORK ORDER CATEGORY TYPE BY DEVELOPMENT

The family developments accounted for 53% of the total work orders generated in FY 2003. With the exception of Scheduled Maintenance/Planned, where 70% of the work orders occurred in Elderly/Disabled units, all other work order types occurred at a higher rate in the family developments than the actual number of units would indicate. For example, 78% of HQS Referrals, 88% of the Vandalism, 85% of the Emergency, 66% of the Urgent, and 68% of the Routine work orders occurred in family developments. Table 10 summarizes by development all work order type

Table 9. Work Order Type by Development Type FY 2003

Work Order Type	Family		Elderly / Disabled		Total
	#	%	#	%	
Emergency	489	85%	89	15%	578
Res. Service/ Routine	20,147	68%	9,338	32%	29,485
Planned Scheduled Maintenance	8,855	30%	20,674	70%	29,529
Unit TA Vacancy-Rehabilitation	3,674	75%	1,234	25%	4,908
Vandalism	270	88%	38	12%	308
Urgent	396	66%	207	34%	603
HQS Referrals	137	83%	29	17%	166
Extraordinary	0	0%	0	0%	0
Scheduled Preventative Maintenance	9,283	60%	6,158	40%	15,441
Total	43,251	53%	37,767	47%	81,018

★ WORK ORDER STATUS BY TYPE AND DEVELOPMENT

Table 10 summarizes the FY 2003 work orders by type and development. Hartford Park experienced, by a wide margin, the highest number of work orders at 19% of the total annual workload. However, this is in line with the fact that Hartford Park has 19% of the total units in the PHA inventory.

Table 10. Work Order Status by Type and Development FY 2003

Development	Emergency	Urgent	Routine	Vacancy Rehab.	HQS Refer-MOD	Scheduled Maintenance Planned	Scheduled Maintenance Preventative	Vandalism	Extra-Ordinary	Total	Percent
Chad Brown	57	44	2,660	515	9	636	1,383	28	0	5,332	7%
Admiral Terrace	39	20	1,742	374	5	599	690	11	0	3,480	4%
Sunset Village	3	14	301	12	0	293	225	0	0	848	1%
Roger Williams	21	5	461	68	0	703	1332	9	0	2,599	3%
Codding Court	29	23	1,064	176	0	993	1,112	8	0	3,405	4%
Hartford Park	116	142	6,870	1,407	58	4,175	2,850	127	0	15,745	19%
Manton Heights	106	61	3,751	528	0	1,330	1,497	59	0	7,332	9%
Scattered Sites	118	87	3,298	594	65	126	194	28	0	4,510	6%
Subtotal	489	396	20,147	3,674	137	8,855	9,283	270	0	43,251	53%
Percent	85%	66%	68%	75%	83%	30%	60%	88%	0%	53%	N/A
Dexter Manor I	15	38	1,942	315	2	3,714	1,806	14	0	7,846	10%
Dexter Manor II	11	14	794	79	0	973	499	0	0	2,370	3%
Dominica Manor	17	34	1,673	209	6	3,571	951	1	0	6,462	8%
Carroll Tower	17	43	1,777	222	1	3,688	961	4	0	6,713	8%
Kilmartin Plaza	13	22	1,061	198	19	4,410	980	9	0	6,712	8%
Parenti Villa	16	56	2,091	211	1	4,318	961	10	0	7,664	10%
Subtotal	89	207	9,338	1,234	29	20,674	6,158	38	0	37,767	47%
Percent	15%	34%	32%	25%	17%	70%	40%	12%	0%	47%	N/A
Overall Total	578	603	29,485	4,908	166	29,529	15,441	308	0	81,018	100%
Overall Percent	1%	1%	36%	6%	<1%	36%	19%	<1%	0%	100%	N/A

Unit Turnarounds (Vacancy Rehabilitation)

A primary workload factor for the Facilities Management Department is the number of Unit Turnarounds – UTAs. Work orders associated with UTAs are classified as Vacancy Rehabilitation work orders. During FY 2002, the department was responsible for 545 unit turnovers, or the equivalent of 21% of the PHA portfolio. During FY 2003, the number of unit turnovers decreased to 480, or 18% of the PHA portfolio. The Vacancy Rehabilitation Rate is determined by dividing the number of unit turnarounds by the total number of units. The highest rate of UTAs at 59% occurred at family developments (285 units) and among the family developments,

Hartford Park had the highest number of turnarounds at 96 or 20% of the Authority wide total.

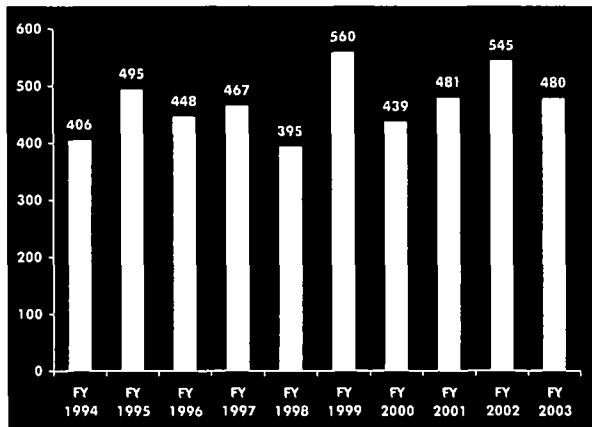
One hundred ninety-five units or 41% percent of all unit turnarounds occurred at the elderly/disabled developments. Carroll Tower with 42 UTAs (9%) and Parenti Villa and Kilmartin Plaza with 35 each (7% each) led the way. Efficiency units turned over at a rate of 24% of units that were turned around while one and two-bedroom units averaged 19% and 24% respectively. A breakdown of UTAs by development and bedroom size is shown in Table 11 while Table 12 shows the rate of turnarounds by development. In order to expedite the turnaround of units, the Authority had private contractors paint one hundred and eight-five apartments that turned over during the year.

Table 11. Unit Turnaround By Development and Number of Bedrooms FY 2003

Development	O-BR	1-BR	2-BR	3-BR	4-BR	5-BR	6-BR	7-BR	Total	Turnaround Rate
FAMILY DEVELOPMENTS (1,474 UNITS)										
Chad Brown	0	0	14	19	5	1	0	0	39	8%
Admiral Terrace	0	0	8	15	2	0	0	0	25	5%
Sunset Villae	0	1	0	0	0	0	0	0	1	<1%
Roar Williams	0	0	7	2	2	0	0	0	11	2%
Coddina Court	0	8	10	3	2	0	0	0	23	5%
Hartford Park	0	0	43	28	17	8	0	0	96	20%
Manton Heights	0	6	26	13	2	1	0	0	48	10%
Scattered Sites	0	0	0	32	9	1	0	0	42	9%
Subtotal	0	15	108	112	39	11	0	0	285	59%
ELDERLY + DISABLED DEVELOPMENTS (1,133 UNITS)										
Dexter Manor I	16	14	4	0	0	0	0	0	34	7%
Dexter Manor II	0	4	0	0	0	0	0	0	4	1%
Dominica Manor	15	10	0	0	0	0	0	0	25	5%
Carroll Tower	31	10	1	0	0	0	0	0	42	9%
Hartford Hi-Rise	0	20	0	0	0	0	0	0	20	4%
Kilmartin Plaza	25	10	0	0	0	0	0	0	35	7%
Parenti Villa	28	7	0	0	0	0	0	0	35	7%
Subtotal	115	75	5	0	0	0	0	0	195	41%
Overall Total	115	90	113	112	39	11	0	0	480	100%
Percent of Total	24%	19%	24%	23%	8%	2%	0%	0%	100%	

Table 12. Unit Turnaround Rate by Development FY 1994 – FY 2003

Development	Chad + Ad + Sun	Roger Williams	Coddin Court	Hartford Park	Manton Heights	Scattered Sites	Dexter Manor I + II	Dominica Manor	Carroll Tower	Kilmartin Plaza	Parenti Villa	Total
FY 1994	72	5	9	77	40	7	73	22	38	24	39	406
Percent	17.73%	1.23%	2.22%	18.97%	9.85%	1.72%	17.98%	5.42%	9.36%	5.91%	9.61%	100%
FY 1995	98	7	7	84	52	20	89	52	22	38	26	495
Percent	19.80%	1.41%	1.41%	16.97%	10.51%	4.04%	17.98%	10.51%	4.44%	7.68%	5.25%	100%
FY 1996	71	7	15	64	36	10	75	43	54	29	44	448
Percent	15.85%	1.56%	3.35%	14.29%	8.04%	2.23%	16.74%	9.60%	12.05%	6.47%	9.82%	100%
FY 1997	87	9	6	109	48	14	68	38	30	29	29	467
Percent	18.63%	1.93%	1.28%	23.34%	10.28%	3.00%	14.56%	8.14%	6.42%	6.21%	6.21%	100%
FY 1998	61	5	3	81	38	24	60	37	31	17	38	395
Percent	15.44%	1.27%	0.76%	20.51%	9.62%	6.08%	15.19%	9.37%	7.85%	4.30%	9.62%	100%
FY 1999	86	4	14	125	76	44	85	23	35	22	46	560
Percent	15.36%	0.71%	2.50%	22.32%	13.57%	7.86%	15.18%	4.11%	6.25%	3.93%	8.21%	100%
FY 2000	43	9	14	115	56	33	45	28	43	18	35	439
Percent	9.79%	2.05%	3.19%	26.20%	12.76%	7.52%	10.25%	6.38%	9.79%	4.10%	7.97%	100%
FY 2001	54	12	12	102	65	44	54	32	36	25	45	481
Percent	11.23%	2.49	2.49%	21.21%	13.51%	9.15%	11.23%	6.65%	7.48%	5.20%	9.36%	100%
FY 2002	62	16	15	119	61	40	101	37	48	17	29	545
Percent	11.38%	2.94%	2.75%	21.83%	11.19%	7.34%	18.53%	6.79%	8.81%	3.12%	5.32%	100%
FY 2003	65	11	23	116	48	42	38	25	42	35	35	480
Percent	13.54%	2.29%	4.79%	24.17%	10.00%	8.75%	7.92%	5.21%	8.75%	7.29%	7.29%	100%

**Figure 7. Total Unit Turnarounds
FY 1994 – FY 2003****Resident Charges**

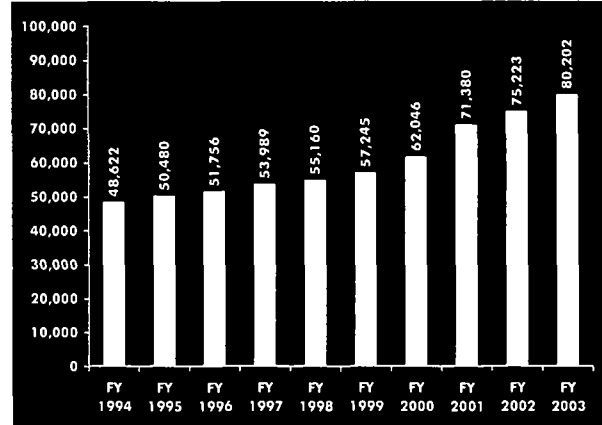
If a resident causes damage other than normal wear and tear to an apartment, the Facilities Management Department charges them for the repair costs. During FY 2003, more than \$67,000 was charged to residents for repairs to their units. Table 13 breaks down the charges by development.

Table 13. Resident Charges FY 2003

Development	Charges	Percent of Total
Chad/Ad/Sun	\$12,804.00	19%
Roger Williams	\$984.00	1%
Codding Court	\$2,276.00	3%
Hartford Park	\$12,493.28	18%
Manton Heights	\$10,906.50	16%
Dexter Manor I & II	\$5,254.39	8%
Dominica Manor	\$3,036.00	4%
Kilmartin Plaza	\$4,535.30	7%
Carroll Tower	\$2,414.90	4%
Parenti Villa	\$3,795.40	6%
Scattered Sites	\$9,305.00	14%
Total	\$67,804.77	100%

Completion Rate

Figure 8 and Table 14 depict the department's success in completing all work orders received during FY 2003. As the table indicates, 97% of all work orders received during the fiscal year were completed by the close of the fiscal year. Only 2,135 work orders or 3% were carried over to the following fiscal year.

**Figure 8. Work Orders Complete
FY 1994 – FY 2003****Table 14. Percent of Work Orders
Completed FY 2003**

Category	Previous Balance	New Requests	Total	Closed Work Orders	Balance
Emergency	1	578	579	573	6
Urgent	18	603	621	616	5
Routine	649	29,485	30,134	28,653	1,481
Vacancy Rehabilitation	183	4,908	5,091	4,901	190
HQS Referrals	0	166	166	166	0
Sched.Maint/Planned	145	29,529	29,674	29,429	245
Sched.Maint/Preventative	132	15,441	15,573	15,373	200
Vandalism	9	308	317	309	8
Extraordinary	0	0	0	0	0
Total	1,137	81,018	82,155	80,020	2,135
Percent	1%	99%	100%	97%	3%

Fleet Maintenance

At the end of the Fiscal Year, the Authority owned 41 vehicles total, a net increase of two vehicles from last year. During the year, three vehicles were disposed of: a 1980 GMC bus, a 1988 Chevy extended cab/short bed pickup, and a 1988 regular cab/short bed pickup. There were five new additions to the fleet: 1-small 2002 Chevy van; one 2002 GMC crew cab pickup; 1-2003 Ford extended cab/long bed and two small Chevy vans. Of the total, thirty-four vehicles are assigned to the Facilities Management Department, five to Resident Services, one to Management, and one to Administration for inter-office mail delivery. Fifteen of the vehicles are pickup trucks; eighteen are vans including four 15-passenger vans used by the

Resident Services Department and one van used by Administration; one is a 48-passenger bus also assigned to Resident Services; four are dump trucks, two are SUVs and one is a street sweeper. In addition, this past fiscal year, three off-road enclosed cab utility vehicles equipped with manual dump body cargo beds were purchased for the three largest family developments. Since these are off road vehicles, they are not included in Table 15, which summarizes all over the road vehicles in the fleet. The average age of the fleet is 7.4 years with 12 vehicles ten years or older.

Three vehicles have reached 100,000 miles with two vehicles scheduled to be replaced in 2004. The average mileage per vehicle excluding the street sweeper, is 44,234. Based on NADA values and purchase prices, and, taking into account depreciation, service, and bodywork, the estimated net value of the fleet as of June 30, 2003 is approximately \$425,000. Since the FM department has a full time automotive mechanic, the vehicles are well maintained with manufacturer's periodic preventive maintenance taking place on a regular basis resulting in an extended life cycle.

Table 15. Current Vehicle Inventory FY 2003

Year	Make	Type	Style Type Cab/ Bed	Condition	Department	Current Value
1983	Ford	Dump	1.5 Ton	Fair	FM	\$1,000
1984	Chevy	Dump	5 Ton	Good	FM	\$2,900
1988	Chevy	Pickup	Extended / short bed	Good	FM	\$1,300
1988	Chevy	Pickup	Regular / long bed	Fair	FM	\$1,000
1988	Ford	Van	Electric bucket	Good	FM	\$3,600
1991	Dodge	Van	15 passenger	Fair	Resident Services	\$1,600
1991	Ford	SUV	Explorer	Good	Management	\$2,600
1991	Ford	Pickup	Regular / short bed	Fair	FM	\$1,500
1991	Ford	Pickup	Regular / short bed	Fair	FM	\$1,700
1993	GMC	Dump	1.5 Ton	Excellent	FM	\$9,700
1993	GMC	Pickup	Regular / short bed	Fair	FM	\$3,375
1993	GMC	Pickup	Regular / short bed	Good	FM	\$3,875
1994	Dodge	Van	15 passenger	Good	Resident Services	\$5,325
1994	GMC	SUV	Jimmy	Excellent	FM	\$5,300
1994	GMC	Pickup	Regular / short bed	Good	FM	\$4,050
1994	GMC	Van	Small van	Good	FM	\$1,975
1995	Dodge	Van	15 passenger	Good	Resident Services	\$6,225
1995	GMC	Pickup	Extend cab / short	Good	FM	\$4,250
1995	GMC	Van	Full size	Poor	FM	\$600
1995	GMC	Van	Full size	Good	FM	\$5,600
1995	GMC	Van	Full size	Excellent	FM	\$4,600
1996	GMC	Van	Full size	Excellent	FM	\$5,825
1997	GMC	Van	Full size	Excellent	FM	\$7,425
1997	International	Bus	School Bus	Excellent	Resident Services	\$24,500
1998	GMC	Pickup	Regular/long bed	Excellent	FM	\$ 6,675
1998	GMC	Pickup	Regular / long bed	Excellent	FM	\$ 7,600
1998	GMC	Pickup	Regular / long bed	Excellent	FM	\$ 7,200
1998	GMC	Pickup	Extended / short bed	Excellent	FM	\$ 6,750
1999	Tennant	Sweeper	Sweeper	Excellent	FM	\$ 81,000
1999	Ford	Van	15 passenger	Excellent	Resident Services	\$13,475
2000	GMC	Van	Full size	Excellent	FM	\$11,350
2000	Chevy	Van	Small van	Excellent	FM	\$8,425
2001	Chevy	Pickup	Regular/short bed	Excellent	FM	\$16,125
2001	Chevy	Van	Small van	Excellent	FM	\$ 8,400
2001	GMC	Dump	1.5 Ton	Excellent	FM	\$25,175
2002	Chevy	Van	Small passenger	Excellent	FM	\$15,775
2002	GMC	Pickup	Crew cab	Excellent	FM	\$26,575
2003	Chevy	Van	Small van	Excellent	FM	\$21,914
2003	Ford	Pickup	Extended/long bed	Excellent	FM	\$23,850
2003	Chevy	Van	Small van	Excellent	FM	\$22,557

Staff Training

The department views staff training as essential to insure that the Facilities Management workforce is prepared to meet the challenges of creating a safe working environment, understanding and mastering new technology, planning and administering the workload and providing the staff with the general skills necessary to address the everyday maintenance

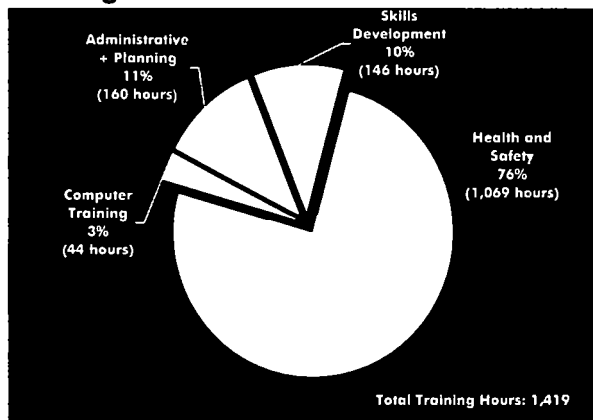
problems encountered on the job. Over 1,400 hours was devoted to Staff Training during FY 2003. Health and Safety comprised the majority of all department training at 75% with Planning & Administrative at 11.3%, Skills Development training at 10.3% and Computer training at 3.1%. A summary of training provided to Facilities Management personnel is found in Table 1.

Table 17. Facilities Management Staff Training FY 2003

Date	Training Content	Sessions	Staff	Total Hours	Ave. Hours per Person	Segment Percent
HEALTH + SAFETY PROGRAMS						
7/09/02 - 7/23/02	Defensive Driving	3	68	238	3.5	
3/05/03 - 6/11/03	Job Safety Analysis	2	6	18.5	3.0	
5/22/03	Incident Investigation	1	4	12	3.0	
8/06/02 - 1/16/03	Supervisory Safety	2	7	26	3.7	
4/23/03 - 4/24/03	Bloodborne Pathogens & PPE	2	101	151.5	1.5	
6/17/03	Electric Bucket Training	1	5	5	1.0	
2/06/03	Electrical Safety in the Workplace	1	2	7.5	3.75	
10/29/02 - 10/30/02	Ergonomics	2	110	110	1.0	
6/12/03	Industrial (Genie) Lift Training	3	62	100	1.6	
7/17/02 - 4/10/03	Lockout/Tagout	9	150	183	1.2	
8/08/02	PPE & Lockout/Tagout	1	1	1	1.0	
4/09/03 - 6/05/03	Lockout/Tagout & Hazard Communications	2	60	90	1.5	
6/24/03 - 6/26/03	Low Voltage OSHA Training	2.5	1	16	16.0	
7/22/02 - 7/26/03	OSHA General Industry Training	5	1	40	40.0	
8/08/02 - 3/18/03	Respirator & Fit Training	3	8	20	2.5	
8/22/02 - 1/16/03	New Employee Safety Orientation	3	14	28	2.0	
2/05/03	Risk Mgt - Accident Reporting	1	12	15	1.25	
6/10/03	Utility Vehicle Orientation	1	14	7	0.5	
Health & Safety Segment Subtotals		44.5	626	1068.5	1.71	75.3%
COMPUTER TRAINING PROGRAMS						
5/29/03	Microsoft Access (CBT)	1	1	0.5	0.5	
4/21/03	CBT Online Training Intro	1	4	2	0.5	
6/02/03 - 6/18/03	Microsoft Excel (CBT)	3	3	3.25	1.0	
6/09/03 - 6/24/03	Microsoft Outlook (CBT)	6	2	5.5	2.75	
8/08/02 - 6/16/03	Microsoft Word (CBT)	15	4	21.5	5.4	
10/21/02	Power Point (CBT)	1	1	1	1.0	
11/20/02 - 3/05/03	Query Training-DPS System	3	5	10.5	2.1	
Computer Segment Subtotals		30	20	44.25	2.21	3.1 %
ADMINISTRATIVE / PLANNING PROGRAMS						
4/03/03 - 4/28/03	Performance/Eval Training	3	12	18	1.5	
3/20/03	Regulating Inventory Control	1	1	8	8.0	
1/27/03 - 4/01/03	Intro to HR Management	4	1	25	25.0	
4/22/03 - 6/01/03	Human Resources & the Law	3	1	25	25.0	
11/12/03	Build Boston - Architectural	1	1	21	21.0	
9/18/02 - 9/20/02	2002 PHAS Users Conference	3	1	24	24.0	
1/22/03 - 3/01/03	Basics of a Total Reward System	3	1	25	25.0	
4/03/03 - 4/04/03	Creative Leadership Camp	2	1	14	14.0	
Administration/Planning Subtotals		20	19	160	8.42	11.3%

SKILLS DEVELOPMENT PROGRAMS

11/06/02	Developing a Motor Mgt. Policy	1	2	2	1.0
11/06/02	Effectively Prioritizing Maint. Work	1	2	2	1.0
9/12/02	Difficult/Demanding Customers	1	1	8	8.0
1/24/03	Heatmaker (Boiler) Training	1	18	36	2.0
8/07/03	Lock Re-Keying	1	4	11	2.75
1/08/03	Mold Remediation	1	1	7.5	7.5
5/21/03	Natural Gas & Fuel Oil Seminar	1	1	1.5	1.5
6/26/03	New Hydronics Heating	1	2	16	8.0
9/09/02 – 12/26/02	Programmable Logic Controller	10	1	60	60.0
11/07/02	Succeeding In Facilities Management	1	1	1	1.0
11/06/02	Ultrasound – Energy Conservation	1	1	1	1.0
Skills Development Subtotals		20	34	146	4.29
Training Program Totals		114.5	699	1418.75	2.03
					100.0

Figure 9. Facilities Management Staff Training FY 2003**MODERNIZATION DIVISION**

The Modernization Division is responsible for administering the Authority's capital projects including the preparation of the Authority's Capital Fund Annual and Five-Year Plans. This includes major systems replacement and repair, and the renovation and rehabilitation of the Authority's 268 buildings and sites. Although HUD does not have a funded production program, the division is also responsible for any new construction should HUD fund a new development program. In addition to developing both the Capital Fund Program's Annual Plan and Five-Year Plans, the division manages the day-to-day operation of the CGP and CFP budgets, produces in-house architectural plans and specifications for small construction projects, provides contract administration for A&E contracts with design professionals and consultants, prepares bid packages, coordinates bid activities, evaluates modernization and development contract proposals, prepares final contracts, and supervises construction work in progress.

Since the inception of the Comprehensive Grant Program ten years ago, the nature of modernization

projects has evolved from a small number of big-budget projects to many smaller projects with budgets under \$100,000. Even though most of the projects are small monetarily, they often require virtually the same commitment of staff resources to prepare the bid packages and administer the construction contracts, as do the more costly projects. Many of the smaller projects are designed in-house as opposed to the hiring of contract architects and engineers. This increasing workload with many smaller projects and the same number of employees is a challenge to the time management skills of staff.

Comprehensive Grant + Capital Fund Programs

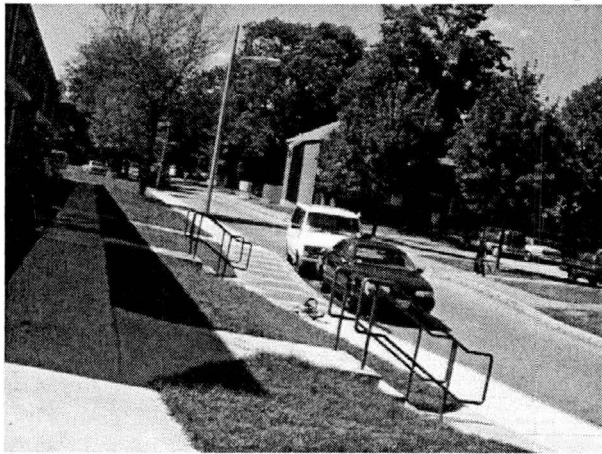
During the fiscal year, the division administered projects with funding obligated and expended under three budgets. Activity as of June 30, 2003 included the full expenditure of the Comprehensive Grant Program budget 708 in the amount of \$5,221,144. The close out report for this budget was forwarded to the HUD office in Providence on March 18th. The Capital Fund Program, which is the HUD funded successor to the Comprehensive Grant Program, had three open budgets. Activity this fiscal year included the full obligation of \$4,747,622 and expenditure of \$4,584,287 of the CFP50100 budget and full obligation of \$4,843,932 and expenditure of \$3,377,162 in the CFP50101 budget. The CFP 50102 budget approved at \$4,601,981 incurred \$1,945,867 in obligations and had \$1,434,386 in expenditures. The CFP50103 budget was submitted in April and was pending approval. HUD expects to distribute funding notifications to all Public Housing Agencies by mid-to-late August 2003. Table 16 reflects a breakdown of budget obligations and expenditures. These figures reflect the financial position of the CGP and CFP as of June 30, 2003 as adjusted

**Table 18. Active Comprehensive Grant Program Budgets as of June 30, 2003
Approved, Obligated and Expended by Budget**

Budget Number	Budget Amount	\$ Obligated	% Obligated	\$ Expended	% Expended
708	\$5,221,144	\$5,221,144	100%	\$5,221,144	100%
50100	\$4,747,622	\$4,747,622	100%	\$4,584,287	97%
50101	\$4,843,932	\$4,843,932	100%	\$3,377,162	70%
50102	\$4,601,981	\$1,945,867	42%	\$1,434,386	31%

*** CHAD BROWN/ADMIRAL TERRACE**

Major kitchen modernization work, which began in 1999, has been ongoing at more than 184 units at this development. New kitchen cabinets are being installed throughout each unit as well as new countertops, stoves and refrigerators in vacated units that never received wood cabinets during HUD funded renovations in the 1980's. River Point Construction completed site renovations for the area around the 90 Fillmore Street block of Admiral Terrace. The project encompassed reconstruction of an embankment behind the building including a retaining wall, slope protection, all new sidewalks around the building, new sod and fencing, and installation of railings at the steps.

*Recently completed site renovations at Admiral Terrace*

Contractor's Network completed the first of three phases to repair the exterior masonry walls and brick exterior of all the buildings in the development. Hawkeye Construction conducted semi-annual walking flame ionization gas leak surveys in November and May. The November survey revealed six leaks. Henkels & McCoy, the Authority's corrosion engineering firm, was brought in and classified all the leaks as Class II meaning non-hazardous at detection, but substantiates a planned repair. GPL Construction was immediately notified; excavation and repairs were completed in December. The May survey detected four leaks that were classified as Class III, that is non-

hazardous and reasonably expected to remain that way. Beginning in February, low water pressure in the domestic hot water lines caused problems in the delivery of hot water to the showers at Admiral Terrace. Shower valves in some apartments became stiffened and had to be replaced. Several attempts were made to locate the source of the problem. Initially, the hot water supply to the laundry rooms was shut down to determine if this had an affect on the pressure but was later ruled out as the cause of the problem. The FM Staff continued to search for leaks in the system. Eventually, it was discovered that the gate valve in the boiler room, was jammed in the closed position. Since there were no further problems after the valve was replaced, this was identified as the source of low water pressure in the domestic hot water lines that had plagued the development. RI Communications submitted the low bid in March for the purchase of four hand held two-watt radios. These radios, were considerably less expensive than existing PHA radios and were programmed with a separate public frequency. The radios were issued to four Maintenance Staffers within the Chad/Ad development enabling this sub-group of employees to communicate among themselves and their Foreman. Later, the PHA radios within this development were programmed with the new frequency opening up a second channel for radio communication. The objective by setting up the second channel was to free up air traffic and eliminate congestion over the airwaves on the existing PHA radio frequency. After a six-month trial period, an assessment will be made, and, if favorable, additional radios on separate frequencies will be purchased for the other family developments. Fix N' Paint completed the painting of sixteen apartments and Nice & Neat Cleaning cleaned five apartments in the development for painting during the year.

*** SUNSET VILLAGE**

Contractors Network began repair of exterior masonry walls in November. The unusually cold weather

conditions, however, postponed work on the project until the spring. By the end of the fiscal year, the brick repairs were complete. The only pending item necessary to finish the project was the removal of efflorescence; this was expected to be completed over the summer months.

★ ROGER WILLIAMS

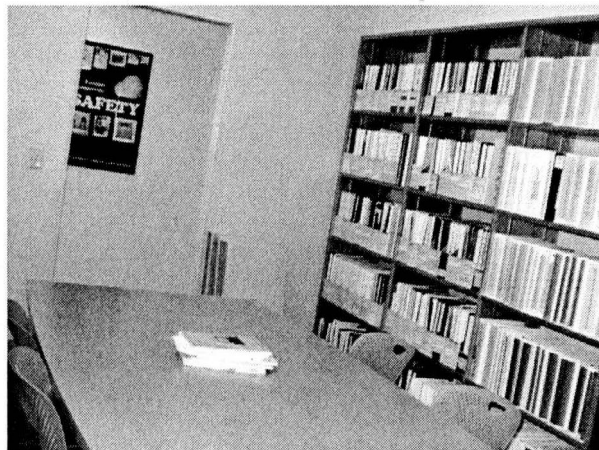
Wilkinson Associates completed preparation of specifications for replacement boilers and condensate piping return system in each building. The bids were due in July 3, 2003. Proposals were received for the remediation of any potentially hazardous materials on crawlspace floors and a contract awarded to the low bidder, Legacy Cleaning. The work was completed during June and was monitored by Rhode Island Analytical. The areas were cleaned in preparation for installation of the new heating systems. Contractor's Network was awarded a contract in June to replace the basement concrete stairs; work was scheduled to start as soon as the new railings are ready. Also, Fix N' Paint completed the painting of six apartments in the development during the year.

★ CODDING COURT

River Point Construction completed installation of seven signposts including concrete cutting. Datop Sprinkler Specialties was hired to make repairs on the existing irrigation system. Fix N' Paint completed painting in an apartment during the year.

★ HARTFORD PARK

Robinson-Green-Beretta completed design documents for a new Facilities Management Building, which were issued for bidding in July of 2002. The bids were open in August and, after review, the contract for construction of the project was awarded to the low bidder, Calson Corporation. The contractor outfitted a trailer and mobilized on site in November with footings and foundation walls poured that month as well. Throughout the winter months natural gas and water lines were relocated and concrete slabs were poured. The building was framed, structural steel was erected, and the mason began exterior brickwork in February. All interior studding had been completed in March and the exterior shell including the roof and masonry was completed in April. Windows were installed and the interior drywall was hung in May. By the end of June, the exterior shell of the building including the installation of the windows and the entrance canopies had been completed. All interior boarding was finished and interior painting was underway.



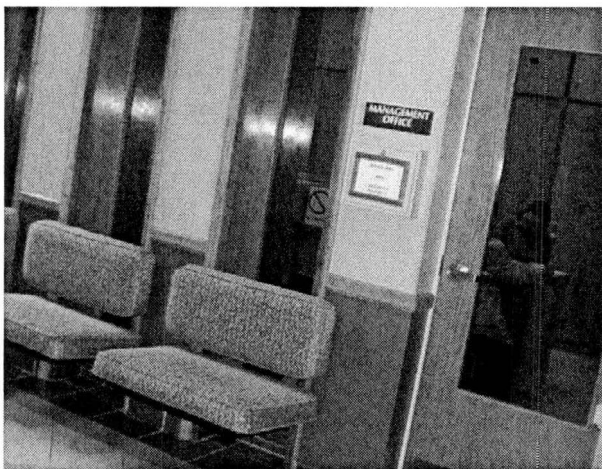
Interior of the new Facilities Management building

Since initial cost estimates for a new Community Center Building far exceeded the budget, Brewster-Thornton-Rapp Architects reviewed methods with the Authority to reduce construction costs and the revised construction documents were completed in April. Phase I, consisting of the Waterpark and Playground and remainder of the building excluding the gym, were released for bids in May. The bids were opened in June and a contract was awarded to the low bidder, Calson Construction Corporation, who is also the General Contractor for construction of the Facilities Management Building. It was expected that the contract for the new Community Center Building will be signed in early July and site mobilization would take place at the end of that month. Western Oil, Inc. completed the removal of two oil tanks and contaminated soil behind the boiler plant and Management Office at 300 Hartford Avenue. Repair of ceramic tile in the handicapped shower of 22 Whelan Road, Unit 7 was completed in March. The tile work for the floor and walls was done in-house by one of the PHA Plasterers. Fix N' Paint completed the painting of thirty-one apartments and Nice & Neat Cleaning cleaned twenty-eight apartments for painting during year.

★ DEXTER MANOR I AND II

Tempco, Inc. completed installation of a new HVAC system for the electrical communications room at Dexter II. The equipment became operational in October. Air Care Environmental Systems cleaned the HVAC ductwork in Dexter I and II. Century Drywall completed installation of new acoustical panel ceilings in the common office areas of the Authority's offices in November. As part of this project, when the ceiling tiles were being replaced, O'Rourke Electrical relocated some existing 2' x 4' light fixtures and installed 2' x 2' fixtures in the new ceiling. Commercial Electric completed the installation of the new fire alarm system,

which became operational and was accepted by the Providence Fire Department on December 1st. Rhode Islanders Saving Energy (RISE) completed the replacement and retrofit of existing light fixtures with energy efficient fixtures in the boiler room and various maintenance spaces at Dexter Manor I and II along with the replacement of light fixtures in all kitchens of Dexter Manor II. DWI Group completed the installation of GFI receptacles and bathroom light fixtures for Dexter I in February and the installation of GFIs in Dexter II kitchens in March. Contractor's Network, Inc. completed the upgrade of the Administrative Office restrooms in Dexter Manor II with the installation of new vanity counters, sinks, and faucets. Ruggieri Bros. completed the installation of new carpet in the first floor North individual Administrative Offices and vinyl composite tile in the first floor foyer areas of Dexter Manor II. River Point Construction, Inc. completed repairs to the chimney at Dexter II. In May, the PHA requested that Commercial Electric install strobe type alarm devices in four units designated as hearing and sight units for tenants with disabilities. This work was to be completed by change order in July 2003. Fix N' Paint completed the painting of twenty-two apartments and Ocean State Building Wrecking and Asbestos Removal completed the abatement of asbestos containing floor tiles in four apartments. Ruggieri Bros. installed vinyl composition floor tile in seven apartments this year.



Recently renovated interior lobby of Dominica Manor

*** DOMINICA MANOR**

BCM Controls, Inc. continued to work on the Card Access/Security System. The transition to full access control for this building took place in September. Cosco Fence completed installation of ornamental perimeter fencing along Atwells Avenue at the end of last fiscal year. Patriot Maintenance installed concrete mow strips after the fence was installed. Alhambra Building Company completed the renovation of the ground floor including the HVAC system. Demolition

throughout the public areas around the ground floor was completed in July of 2002. Construction took place through the fall months and all rooms were reoccupied in December. In April the Authority signed a contract with RISE for retrofit of lighting in the boiler room and various maintenance spaces. AT Electric, subcontractor of RISE, completed the installation of new fluorescent light fixtures in the boiler room, maintenance spaces and chute rooms. Fix N' Paint completed painting 15 apartments and SRB Painting completed the painting of two. Ocean State Building Wrecking and Asbestos Removal completed the abatement of asbestos containing floor tiles in eight apartments and Ruggieri Bros. installed vinyl composition floor tile in ten apartments this year.

*** CARROLL TOWER AND PARENTI VILLA**

K. Electric completed installation of a new automatic transfer switch for the emergency generator which had been previously damaged by a severe thunderstorm. The transition to full access control at Parenti Villa took place in September and at Carroll Tower in October. Air Care Environmental Systems completed cleaning of the main ventilation ducts for the common halls at both buildings. Novare Associates completed the design of replacement air circulation and exhaust equipment located on the roofs of both buildings. Bids were received in January for this project, however, were rejected since they were all over budget. Staff reviewed the bid documents and revised the scope of work for the re-bid of Parenti Villa with bids due in July 2003. Similar work at Carroll Tower will be scheduled once the emergency generator is relocated from the roof to the ground. Powers Engineering designed the replacement of emergency generators at both locations. This project was advertised in May, bids were received in June, and a contract was awarded to Commercial Electric, Inc. Work will be ongoing during the summer. DWI Group completed the installation of GFI receptacles and bathroom light fixtures in March. Datop Sprinkler Specialist, Inc. completed the installation of the irrigation system at both buildings. Duct and Vent Cleaning of America, Inc. completed the cleaning of apartment exhaust systems at Carroll Tower; work was underway at Parenti Villa. Commercial Roofing and Construction, Inc. was awarded a contract for re-roofing and related work at both buildings. Robert F. Audet, Inc. continued with replacement of the Fire Alarm System at Parenti Villa. Project work began in January on the upper floors proceeding from the top floors downward with rough-in work and electrical cable runs through the public halls and spaces. Most apartments were roughed in for future devices by May. At the end of June, Narragansett Improvement was 90% complete

with repaving the parking lots and new dumpster pads and enclosures at both buildings. Commercial Roofing & Contracting was awarded a contract in June for re-roofing and related work at both buildings. At Carroll Tower, Fix N' Paint had painted 15 apartments and SRB Painting painted two during the year while at Parenti Fix N' Paint completed 10. Ocean State Building Wrecking and Asbestos Removal completed the abatement of asbestos containing floor tiles in two apartments in Carroll and six apartments in Parenti. Ruggieri Bros. installed vinyl composition floor tile in one apartment at Carroll and four apartments at Parenti.

★ KILMARTIN PLAZA

Fix N' Paint painted 22 apartments and SRB Painting completed the painting of two. Ocean State Building Wrecking and Asbestos Removal completed the abatement of asbestos containing floor tiles in twenty-two apartments and Ruggieri Bros. installed vinyl composition floor tile in twenty-one apartments this year.

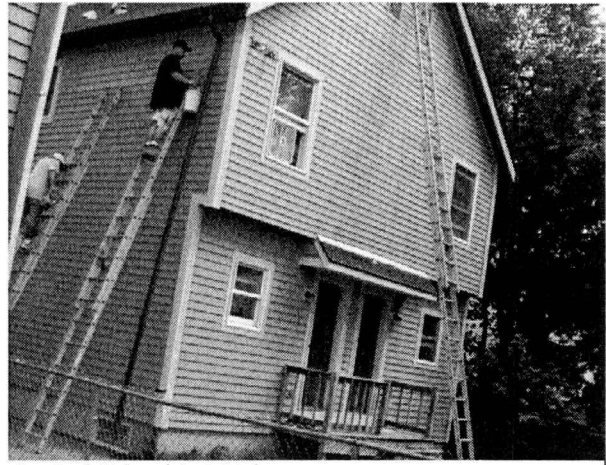
★ MANTON HEIGHTS

Atlas Boiler Works completed the re-tubing of one of two boilers in November. The second boiler was finished in December. The Authority leased a portable boiler to provide sufficient hot water during the re-tubing work. Dion Signs removed existing lettering and installed new building address signs at ten locations on Salmon Street. Repairs to the underground leaking heating and domestic hot water pipes and related work were completed by J. Coyne Co., Inc. A large diameter water meter was replaced at 25 Salmon Street under a program with the Providence Water Supply Board in December. Creative Environment, a Mechanical Engineering firm, completed the design phase of a new domestic hot water heating system in June. A bid package for this work is scheduled to be prepared for July. Fix N' Paint completed painting of seven apartments during the year.

★ SCATTERED SITES

Brewster-Thornton-Rapp completed the design documents for two handicapped accessible five-bedroom units at 397 Cahill Street and 14 French Street. Hand/Leonard, LLC completed selective interior demolition at these two units. C & D Development, Inc. was awarded a contract in March for replacement of porches and ramps at these two locations. Field work began in late April. At the end of June, C & D had replaced the footings for the upcoming porches and ramps, NAPCO Painting had substantially completed exterior vinyl siding and

window replacement, and Patriot Services had begun the interior renovations to both houses. These renovations were expected to be completed over the summer. Fix N' Paint had substantially completed the painting of the exteriors of five Project 1-21 units on Burnside and Bogman Streets. Martin's Painting & Home Improvements completed exterior painting of eight



A scattered site house being painted

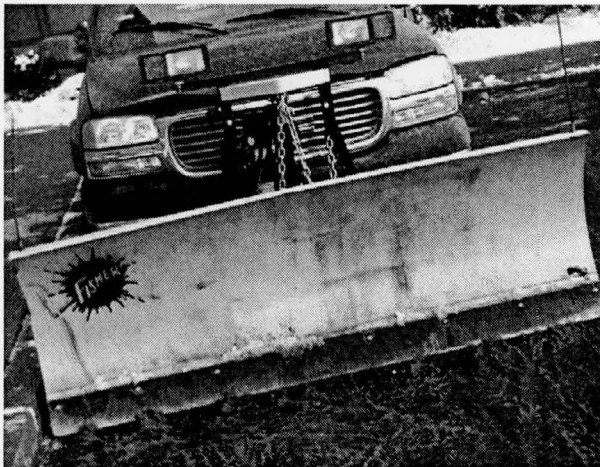
Derry Street single-family homes. In addition, Martin's also completed the exterior painting of houses on Cortez, Harrison, West Clifford, and Willard Streets. Samuel Kinder and Bros. pruned trees at all Scattered Site locations. Fix N' Paint painted the interiors of 29 units and Ruggieri Bros. installed vinyl composition floor tile in five units. Nice & Neat Cleaning cleaned four units and Ocean State House Cleaning cleaned seven units for painting this year.

★ AUTHORITY WIDE

A contract was awarded to Amerada Hess for the purchase of third party natural gas service for thirty-four locations. A small van for an electrician and a replacement pickup were purchased in September. Ocean State House Cleaning and Nice & Neat Cleaning Service were awarded contracts for the cleaning of vacant apartment interiors for painting. A contract for the purchase of HUD Severe Use Cabinets was awarded to Armstrong Cabinet Products (formerly Triangle Pacific). Ruggieri Bros. was awarded a contract for vinyl composition flooring removal, skim coating, and re-installation. The department conducted its quarterly inspections of gas lines and in addition to the semi-annual leak detection surveys conducted by a consultant for the gas systems at Hartford Park, Chad Brown, Admiral Terrace, and Manton Heights. Hawkeye Construction conducted the walking flame ionization gas leak surveys in November 2002 and May 2003. The November survey revealed six leaks at Chad Brown. Henkels &

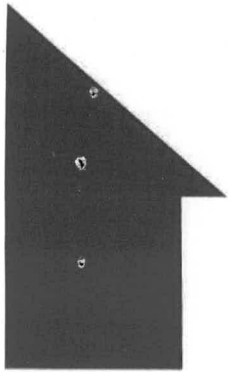
McCoy, the Authority's corrosion engineering firm, was brought in and classified all the leaks as Class II, that is non-hazardous at the time of detection, but justifies a scheduled repair. GPL Construction was immediately notified; excavation and repairs were completed in December. The May survey detected a total of nine leaks, four at Chad Brown and five at Manton Heights which were classified as Class III. These were non-hazardous at the time of detection and reasonably expected to remain non-hazardous. A contract was awarded to Datop Sprinkler Specialist, Inc. for the installation of a replacement irrigation system at Dexter, Dominica, Carroll and Parenti. A major snowstorm hit Rhode Island on the Presidents' Day Holiday, Monday, February 17th. In the Providence area, snow fell at the rate of 3.5 inches per hour and, as of 7:30 PM that evening, accumulation measured 15 inches. Twenty-eight staff members were called in. Snow removal equipment that was utilized included 10 trucks with plows, one sander, 11 snow

Hundreds of trees were pruned and damaged or diseased trees were removed.



One of several pieces of PHA snow-removal equipment

blowers, seven tractors with plows, and two front-end loaders. There were a total of 305 man-hours attributed to snow removal efforts as a result of this storm. Three off-road enclosed cab utility vehicles were purchased for each of the family developments in the spring from J & M Mower Sales & Service. These vehicles, which are equipped with manual dump body cargo beds, will be used for various FM tasks that normally would require a pickup truck i.e. hauling lumber, appliances, piping, shrubs, etc. The HUD semi-annual Labor Relations Report was transmitted to HUD in April. A contract was awarded to Duct & Vent Cleaning of America for the cleaning of exhaust systems at Carroll, Parenti, Kilmartin, and Dominica. Samuel Kinder & Bros., Inc., continued tree-pruning work at every development throughout the year.



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