



# PROVIDENCE HOUSING AUTHORITY

100 BROAD STREET

PROVIDENCE, R.I. 02903-4129



April 13, 2007

Anna Stetson, City Clerk  
City of Providence  
Providence City Hall  
Providence, RI 02903

**SUBJECT: Annual Report on Operations 2006  
Providence Housing Authority**

Dear Ms. Stetson:

Enclosed are fifteen (15) copies of the FY 2006 Annual Report on Operations for the Providence Housing Authority.

If you have any questions, please contact me at 751-6400 X-1101.

Sincerely yours,

A handwritten signature in black ink, reading 'Stephen J. O'Rourke'.

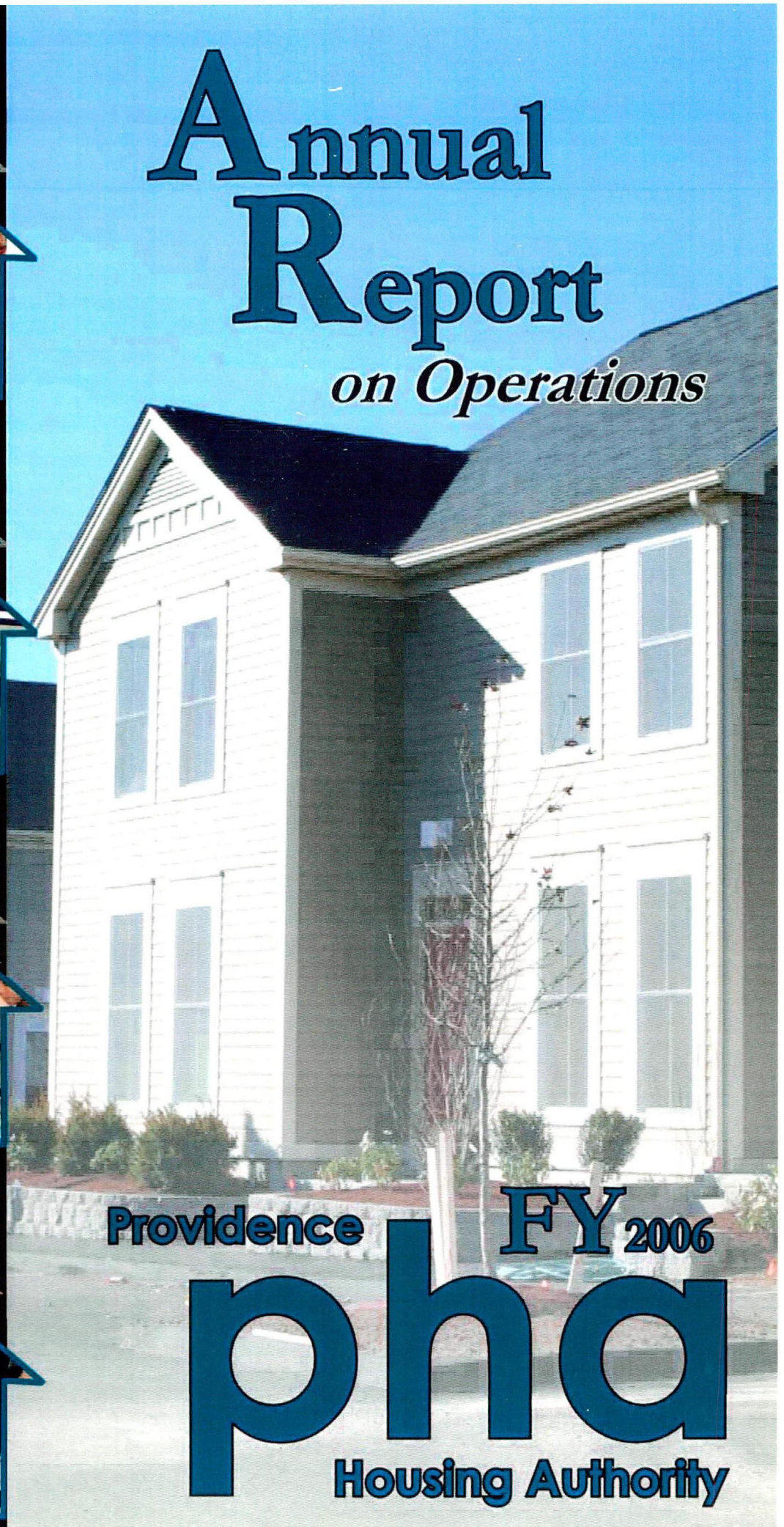
Stephen J. O'Rourke  
Executive Director

**IN CITY COUNCIL**  
**APR 19 2007**  
READ  
WHEREUPON IT IS ORDERED THAT  
THE SAME BE RECEIVED  
A handwritten signature in black ink, likely of the City Clerk.  
CLERK



# Annual Report

*on Operations*



Providence

FY 2006

pha  
Housing Authority



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# Introduction



*Chairman, Dr. Tom Anton 1986-2006*

Fiscal Year 2006 was one of both joy and sorrow. While we have much to celebrate, in June, our long-time board member and Chairman Thomas J. Anton lost a long running battle with cancer and passed away.

Dr. Anton, a professor of Political Science and Public Policy at Brown University, was first appointed to the Board of Commissioners in 1986, during a period of crisis at the Housing Authority. In 1990 he became chairman of the board after the resignation of then-chairman Bruce Sundlan, who went on to serve as governor of the state. Tom remained chairman until his death on June 7, 2006. During Tom's tenure, the Providence Housing Authority increased its standing in the community and rose from a troubled housing authority to one recognized around the country with many innovative programs and administrative achievements.

On July 19<sup>th</sup>, a memorial service was held for Tom at Manning Chapel on the Brown University campus. Numerous friends and colleagues of Tom's came to pay their respects. I was honored to be asked to say a few words about my friend and chairman and what he meant to the Providence Housing Authority. Below are the remarks I delivered that day.

*Dr. Anton served 20 years on the Providence Housing Authority Board of Commissioners, sixteen as our chairman, the longest serving chairman in the PHA's history.*

*Tom agreed to serve on the board and was appointed in 1986 by Mayor Joseph Paolino. Back then, the PHA wasn't held in very high regard locally or nationally. He used to tell the story about his first board meeting. He said tenants were at the Board of Commissioners meeting complaining about lack of heat and the conditions of the developments; HUD's inspector General was at the meeting to present their latest negative findings about the housing authority operations; and, the PHA's bank sent a letter stating that they would no longer honor checks written by the Authority. Dr. Anton was an intelligent man. He had great timing. He knew things could only get better after that grim news. And they did. And how they did!*

*Over the next several years, under Tom's leadership, the PHA created a Management Improvement Plan, wrote its first Strategic Plan, competitively applied for and received over \$150 million in Capital Improvement funds, was removed from HUD's "troubled housing" list and earned the trust and respect of our residents, HUD, the city government and the citizens of the City of Providence. Quite an achievement! Even for a Brown political scientist!*

*In the time that Tom served as chair, the PHA was recognized by the Department of Housing and Urban Development as a high-performer and received their Best Practices Award twice (they only offered it three times). The PHA also received more than 50 Awards of Excellence or Merit from the National Association of Housing and Rehabilitation Officials for our administrative innovation and direct client and resident services.*

*In 2002, the board hired Moody's Investors Service to conduct an independent, comprehensive management review of the PHA. As a result, the PHA was awarded Moody's highest rating: Management Quality-1. And their full report said such nice things like: "Management has fostered a very strong and deep culture of performance management and accountability;" "It undertakes an exceptionally strong strategic planning process;" and, "the board and management have fostered a tradition of performance management and accountability that is now deeply engrained in the culture of the PHA." This made the chairman very happy.*



A CELEBRATION OF THE LIFE OF

*Thomas J. Anton*

SEPTEMBER 1934 - JUNE 2006

Wednesday  
July 19, 2006  
1:30 p.m.

Manning Chapel  
Brown University  
Providence, Rhode Island

*In 1992, Tom was personally recognized by the Department of Housing and Urban Development with their Individual Recognition Award "for his continuing contributions to, and support of the public housing program."*

*Tom, however, was the first one to declare that everyone else deserved the credit: his colleagues on the board, the mayor for making such good appointments, the staff and the so many agencies that supplied us with grants to fund our services. He told me so many times how proud he was of our staff. Tom was always a big booster for the PHA. He voiced serious concerns last year when we had our first serious reduction in force in 20 years. He was concerned about the staff members we had to let go. He insisted that we assist them in seeking new positions,*

*providing good referral letters and a reasonable severance package. Tom cared.*

*And Tom was known and recognized throughout the country. I remember one time when I was asked to testify before one of the Senate Committees overseeing public housing authorities that had been removed from HUD's troubled list and were now high-performers. I was rightfully proud and asked the chairman to accompany me. When we arrived in Washington, the Senate staff asked us to attend a pre-hearing briefing. While there, no fewer than three Senate staffers recognized Tom and came over to reintroduce themselves to their former professor who taught them at Michigan or Brown.*

*During one of these meetings, Tom displayed his ever present sense of humor. After introducing himself, one of his former students said to Tom "You do remember me Dr. Anton, don't you?" Tom paused for a moment, scratched his head and said: "I think I do. Perhaps you had more hair when you were a student!"*

*Later in the day we met another student of Tom's at the Council of Large Public Housing Authorities. Dr. Deborah Gross, vice president of the Council of Large Public Housing Authorities (CLPHA), studied under Tom at Michigan.*

*I always delighted in our monthly luncheons, where more than once we would stray into public policy issues that had nothing whatsoever to do with public housing. As many of you know, Tom and I weren't necessarily ideologically compatible. But he always listened respectfully and gave more than he got.*

*We were always delighted that Tom's wife Barbara accompanied him to all our annual meetings and board retreats. She always hosted a reception for those retreats at her home. We always believed Barbara was part of our PHA family as well.*

*While Tom is no longer with us physically, he will be missed, but not forgotten. The public housing community owes him a debt of gratitude for his long-time service that can never be repaid. In remembrance of Dr. Anton, the recently completed history of the Providence Housing Authority, that will be published this fall, will be dedicated in his name.*

*Also, at our next board meeting, the board of commissioners will be asked to approve the naming our new community center at Hartford Park the Thomas J. Anton Community Center. I think he would have liked this because Tom always was concerned about assisting the residents of public housing escape the bonds of poverty. And the programs we operate at the center do just that.*

*So while Tom's his leadership and guidance will be missed, thousands of people will continue to benefit from his work.*



*Thanks Tom. You made the PHA a better place than you found it. What more could be asked of anyone?*



*One of the few remaining FY 2006 Board meetings Dr. Anton Chaired*

Other, more pleasant activities took place in 2006, however.

After years of negotiation and regulatory delay, ground was finally broken at Roger Williams for the development of affordable housing. With our partners, Winn Development from Boston, Massachusetts, a well-attended groundbreaking ceremony took place in February for the start of construction of Williams-Woods, the PHA's and Winn's 65-unit affordable housing development. After more than 15 years as an eyesore and a black mark on the housing authority's reputation, five acres of the former Roger Williams development were reclaimed for housing. Formerly a litter strewn lot, infested with rodents, the site will become home to low-and moderate-income families needing housing in Providence's expensive housing market.



*Groundbreaking ceremony for Roger Williams Woods Development*

Attending ceremonies to mark the occasion were: Mayor Cicilline, Senator Chafee, Bank of America's Rhode Island President William Hatfield, Richard Godfrey from Rhode Island Housing, Nancy Smith from the Department of Housing and Urban

Development, Councilman Luis Aponte, and Elizabeth Duffy, Executive Director of the Roger Williams Daycare facility, which has been a presence on the site for years. Commissioner Ted Low represented the Board of Commissioners. I served as master of ceremonies.

This was the second time we partnered with Winn Development to save or create affordable housing in our community. The first partnership was at Lockwood Plaza, also in the Southside of the city. There, 204 units of poorly maintained housing and grounds were transformed into a desirable place to call home. This project contributed to the renaissance that was taking place throughout that section of the city.

Numerous organizational changes took place in FY2006 as well. Our very productive and praised Office of Planning, Policy and Resource Development was struck from the table of organization, due to serious reductions in our operating subsidy from the Department of Housing and Urban Development. This move alone has had a serious impact on the PHA's administrative and planning operations. Many tasks that made this housing authority special, such as information gathering and surveying our stakeholders will be curtailed or eliminated outright.

There were other reductions in staff as well. Most were borne by the PHA's largest line department, Facilities Management. Numerous positions were eliminated to make up for the reduction in subsidy.

At the close of the fiscal year, the Human Resource function was upgraded. The position is now known as the Director of Administration/Human Resources and is responsible for overseeing certain administrative functions, as well as personnel policies and training. The Authority's personnel policies were all upgraded, four contracts with our unions negotiated, and a new employee handbook was created and distributed to the staff.

In the area of risk management and benefits, the Deputy Director, with the advice and assistance from our employee health committee, switched health care providers resulting in an annual saving of more than \$240,000. The PHA also received two awards from our insurance provider for our annual Risk management Control Plan and for our Fire safety Program.

The Management Information Office started the process to select a new software vendor in preparation for converting to asset-based management.

The Facilities Management Department underwent other changes. FY 2006 brought a new department director to Facilities Management. Under the direction of Marvin Carmody, the department achieved all-time highs in unit turnaround times and addressed the backlog of work orders. In FY2006, the department completed 64,500 work orders involving 2,606 units of housing, miles of roads and walkways, acre upon acre of lawns and open space, and a fleet of vehicles numbering 40.

The department's Modernization Division managed and expended \$4.8 million in Capital Funds to modernize and improve the PHA's properties. Included in this was the demolition of four buildings in the Barry Road area of Hartford Park that had been vacate and tied up in litigation for more than 15 years. After the demolition took place, seriously needed parking and a small tot lot was added. The area is now a handsomely landscaped improvement to Hartford Park.

Housing Management completed the year with high occupancy rates and met their rent collection goals for the year. The department also administers a regular and pre-application waiting list of more than 3,000 applicants.

Under new HUD guidelines, housing authorities had to restructure the method we report information about our developments. New Asset Management Projects (AMPS) had to be determined. This was necessitated by next year's switch to asset based/project-based managing and accounting, which will be discussed elsewhere in this introduction. Under this new system, we combined Chad Brown, Admiral Terrace and Sunset Village as one entity. We also combined Dexter Manor I & II into one entity, as well as Roger Williams, Coddling Court and Scattered sites. For reporting purposes to HUD we will reporting 10 developments, instead of 17 and the scattered site developments.

The Resident Services Department continues to apply for and successfully receive hundreds of thousands of dollars in grants to operate the many programs offered by its three divisions for our residents. The department's Family Self-Sufficiency Program services over one hundred public housing and Section 8 participants. Many of these program participants go on to purchase homes, seek higher education or better paying employment upon completion of their contracts.

Resident Services completed their first year of operations in their new facility at 50 Laurel Hill Avenue adjacent to the Hartford Park development. The community center consists of classroom space, a computer lab, dance studio, recreation room, as well as the administrative offices for the department.

Our Leased Housing Department continued their work in assisting more than 2,700 participating families on the Section 8 Program and slightly over 2,000 on our regular and pre-application waiting lists. Due to serious reductions in funding, the department was unable to issue any new vouchers during the year. The department is currently serving fewer than 300 families than it had previously assisted. Fortunately, all the reductions were accomplished through attrition. Unlike other housing authorities in the country, we did not have to terminate any existing voucher holder's contracts.

The Leased Housing Department also earned its second consecutive maximum score from the Department of Housing and Urban Development through its Section 8 Management Assessment Program score. Each housing authority's Section 8 Program is rated based on 15 performance indicators. The Leased Housing staff has scored High Performer four out of the last four years.

The Office of Security Management had to struggle with the organizational changes imposed on the Public Housing Unit by the new police chief. Previously, all members of the unit were a separate, cohesive group assigned to patrol public housing. With the police department's new reorganization, each officer now reports to a district commander, essentially destroying the unity of command and intelligence sharing of the unit. An even more serious restriction prevents units serving a development from covering another development in the absence of that site's officers.

A new Performance Management and Accountability Plan was initiated in June of 2006. Organized by department and/or function, the Plan consists of hundreds of standards and metrics that are expected to be achieved in the course of performing our duties at the Housing Authority. The new Plan has monthly, quarterly and annual reporting requirements depending on the standard. The commissioners and staff will use these standards to measure our performance in the coming years.

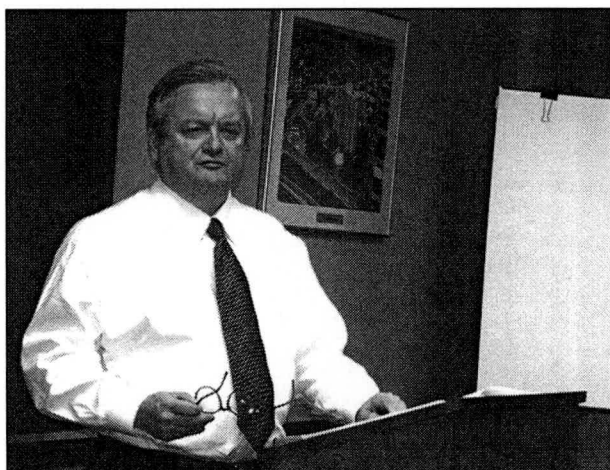
In the year ahead, we have many challenges and much to accomplish. HUD has finally issued their rules and regulations for the conversion of public housing to

Asset Management. This will entail a lot of planning and training to meet the HUD deadline of 1 July 2007.

The conversion will dramatically alter how public housing is managed in the United States. Every housing authority with more than 250 units has to convert to project-based management and accounting. This will require decentralization and fee-based services at each development. Each development will act as a "mini" housing authority. Central office services will be minimum and delivered on a fee-for-service basis. It will significantly change the organizational structure of this housing authority. Time will tell whether it is more or less efficient or effective than the existing model. Whatever the challenge, we intend to meet HUD's deadlines and continue to be considered a well-managed organization.

In the pages that follow, you will find information about the day-to-day operations of this Authority. Information is displayed by month over the period from July 1, 2006 to 30 June 2006. In most cases, data for the last ten years is also depicted for the reader to ascertain trends.

I invite you to peruse the pages of this Annual Report on Operations to share our many accomplishments.



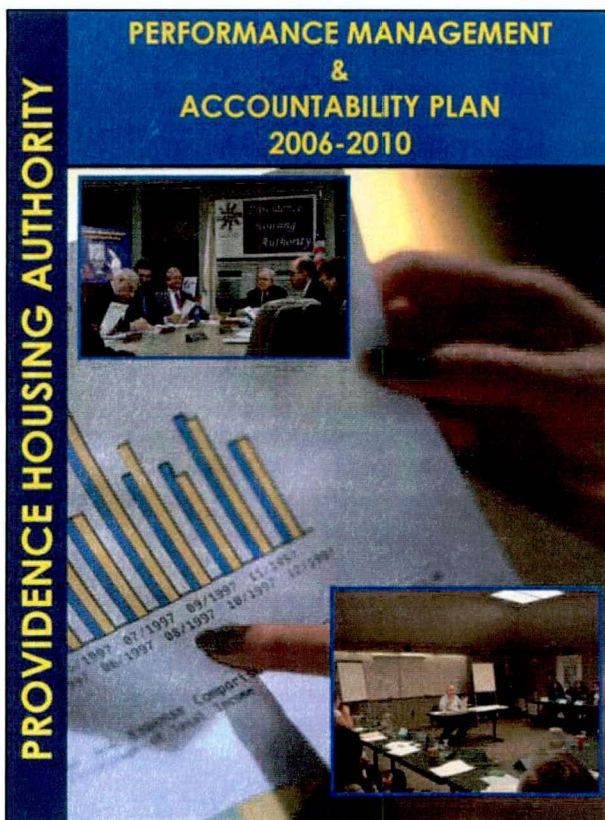
*Executive Director of the Providence Housing Authority, Stephen O'Rourke*



# Office of the Executive Director

## EXECUTIVE DIRECTOR OVERVIEW

Performance Management and Accountability Plan (PMAP)



A new plan was developed to take the place of the Authority's existing Goals Management Plan. The new plan was developed because 99% of the goals and objectives from our existing strategic plan were completed or ongoing. And while we commenced work on a new Strategic Plan for the PHA over a year ago, it was suspended due to the numerous changes expected from the Department of Housing and Urban Development in its mandated shift to asset management for all housing authorities. Had we completed the strategic plan, we would have had to incorporate the numerous changes promulgated by HUD for asset management. In the interim period,

before we get clearer guidance on the new asset management rules and regulations, the Performance Management and Accountability Plan will serve as the Authority's performance measurement system.

The PMAP consists of hundreds of standards organized by department or functional unit. The PMAP has input, output, efficiency and outcome indicators, which we call standards, that measures the performance of each housing authority function. Each standard is a benchmark that is tracked on a monthly, quarterly or annual basis. Once the new strategic plan is completed, the PMAP will be incorporated into that document for performance tracking.

## The Department of Housing and Urban Development's Annual and Five-year Plan

U.S. Department of Housing and Urban Development  
Office of Public and Indian Housing

**Providence Housing Authority**  
100 Broad Street, Providence, RI 02903

**PHA Plans**

**Annual Plan for Fiscal Year 2006**  
**Five Year Plan 2006 - 2010**

1001v01, 1001a01, 1001b01, 1001c01  
1001d01, 1001e01, 1001f01, 1001g01

**February 2006 Draft**

Note: This PHA Plans Template (HUD 50075) is to be completed in accordance with instruction located in applicable PHA Notices.

The Providence Housing Authority submitted its Annual and Five-Year Plan to the Department of Housing and Urban Development in April. This was the first year the plan was prepared without the assistance of the housing authority's planning staff, who were terminated due to a reduction-in-force because of federal subsidy reductions.

The executive director personally served as project manager for the annual and five-year plan, assisted by the Special Projects Officer. Six planning meetings were held with the Resident Advisory Board (RAB). HUD regulations require that the Resident Advisory Board be an active participant in the planning process.

At each planning meeting, the RAB members, consisting of the presidents of each Resident Association at the housing authority's developments, reviewed current policies, expected policy changes, and were briefed on the PHA's Capital Improvement plans. A public hearing was held on April 6th. The Resident Advisory Board and the Housing Authority's Board of Commissioners then approved the final document for electronic submission to HUD.

The contents of the Annual and Five-Year Plan consist of:

- An executive summary
- Housing needs analysis
- Financial resources available to the PHA
- Policies on eligibility, selection, and admission to public housing
- Rent determination policies
- Operations and management policies
- Grievance procedures (for applicants and residents)
- Capital improvement needs
- Demolition and disposition plan (if any)
- Designation of housing (elderly-only, mixed, etc.)
- Conversion of public housing (if applicable)
- Homeownership policies
- Community service programs
- Crime and safety
- Pet(s) policies
- Civil rights certifications
- Audit information
- Other information
- Definitions of what would constitute a "substantial deviation" or "significant amendment" to the plan

The plan also requires numerous attachments primarily consisting of our existing policies and procedures and progress made in achieving our goals from the previous year.

### Public Housing Assessment System (PHAS)

Annually, all housing authorities throughout the country are graded for their performance based on the Department of Housing and Urban Development's Public Housing Assessment System.

The PHAS consists of four parts and each has a weighted worth that makes up the total score:

- Physical inspection: 30% of total score
- Financial indicators: 30%
- Management operations: 30%
- Resident Survey: 10%

The Providence Housing Authority received a score of 81 for FY2005, which is Standard Performer.

**Table 1: PHA FY 2005 PHAS Score**

Indicator	Maximum Score	FY2005 Score
Physical Inspections	30	24
Financial Indicators	30	20
Management Operations	30	28
Resident Survey	10	9
<b>Total</b>		<b>81</b>

This score is the lowest score we have received since FY 2000. While we remain a standard performer, we would prefer to be rated a high performer. There are several reasons our score is lower than previous years. The primary reason is the precipitous decline in our financial indicators score. This is a direct result of HUD underfunding of the operating subsidy and not undertaking year-end adjustments for utility cost overruns. Funding of the operating subsidy has declined by more than ten percent just this past year. Over the past five years, we have been underfunded by several million dollars. This year alone results in a \$1.0 million shortfall in eligible subsidy. The same is true for utility adjustments. Housing authorities are required to use a three year average figure when computing our energy costs for budgeting purposes. This was never a problem when there were stable energy costs. Needless to say, we have anything but stable energy prices over the last several years. HUD previously adjusted a housing authority's budget at the end of the year if you had utility costs that exceeded your budgeted amount. Now, HUD no longer performs yearend adjustment; housing authorities have to absorb the costs.

Another contributing factor is under physical inspections. Our score has been frozen and carried over from our FY 2004 score because HUD did not inspect our properties last year. Regulatory incentives

provide a three-year exemption from inspections if you were designated a high performing housing authority. In FY 2003, the PHA scored "93" overall exempting us from a physical inspection. This does not always work in our favor. Had HUD inspected last year, we may have increased our score. Of course, there is

always the possibility our score in that category could decrease as well.

Below is a table indicating our aggregate PHAS and subpart ratings for the years FY 2000 through FY 2005.

**Table 2: PHA FY 2000-2005**

Indicator	FY 2005	FY 2004	FY 2003	FY 2002	FY 2001	FY 2000
Physical Inspections	24	24	26	26	22	14
Financial Indicators	20	29	30	29	26	28.6
Management Operations	28	29	28	28	29	27.7
Resident Survey	9	6	9	9	9	8.8
<b>Total</b>	<b>81</b>	<b>88</b>	<b>93</b>	<b>92</b>	<b>86</b>	<b>79</b>

**Tables 3 - 5: PHAS Sub-Indicator**

Financial Sub-Indicator	Actual Score	Maximum Score
1 Current Ratio	7.4	9.0
2 Number of Months Expendable Funds Balance	2.5	9.0
3 Tenant Receivable Outstanding	3.8	4.5
4 Occupancy Loss	4.5	4.5
5 Net Income or Loss Divided by the Expendable Fund Balance	0.0	1.5
6 Expense Management/Utility Consumption	1.5	1.5
<b>Total Financial Scores</b>	<b>19.8</b>	<b>30.0</b>

Management Sub-Indicator	Actual Score	Maximum Score
1 Vacant Unit Turnaround Time	2.0	4.0
2 CAPITAL FUND	7.0	7.0
▪ Unexpended Funds Over Three FFY Old	0.0	0.0
▪ Timeliness of Funds Obligated	2.33	2.33
▪ Adequacy of Contract Administration	1.17	1.17
▪ Quality of Physical Work	2.33	2.33
▪ Adequacy of Budget Controls	1.17	1.17
3 WORK ORDERS	4.00	4.00
▪ Emergency Work Orders	2.00	2.00
▪ Non-Emergency Work Orders	2.00	2.00
4 Annual Inspection of Dwelling Units & Systems	4.00	4.00
▪ Annual Inspection of Dwelling Units	2.00	2.00
▪ Annual Inspection of System, Common Spaces	2.00	2.00
5 SECURITY	4.00	4.00
▪ Tracking and reporting of Crime-Related Problems	1.00	1.00
▪ Screening of Applicants	1.00	1.00
▪ Lease Enforcement	1.00	1.00
▪ Drug Prevention and/or Crime Reduction Goals	1.00	1.00
6 ECONOMIC SELF-SUFFICIENCY	7.00	7.00
<b>Total Management Operations Scores</b>	<b>19.8</b>	<b>30.0</b>



Resident Sub-Indicator		Actual Score	Maximum Score
1	Survey Results	3.8	5.0
	▪ Maintenance & Repair	0.9	1.0
	▪ Communication	0.7	1.0
	▪ Safety	0.7	1.0
	▪ Services	0.9	1.0
	▪ Appearances	0.7	1.0
2	Implementation Plan	2.0	2.0
3	Follow-Up Plan	3.0	3.0
Total Resident Survey Scores		19.8	30.0

### Resident Survey

Annually, the Department of Housing and Urban Development conducts a survey of public housing residents. The survey, available in English and Spanish, is mailed to a representative sample of residents at each development. It consists of 26 questions with multiple sub-questions. The results are presented in five major categories:

- Maintenance & Repairs
- Communication
- Safety
- Service
- Neighborhood Appearance

In FY 2005, HUD mailed 932 surveys, of which 268 were returned and 93 were undeliverable.

### Tables 6 - 9: Resident Survey Results

The table below shows the response rate for the last three years, including the recently arrived FY 2006 survey results.

Fiscal Year	Surveys Sent	Surveys Received	Undeliverable	Response Rate
FY 2006	936	237	110	29%
FY 2005	932	268	93	32%
FY 2004	932	294	63	34%

In FY 2005, the PHA received the following scores:

Fiscal Year	Maintenance/ Repairs	Communications	Safety	Services	Neighborhood Appearance
FY 2005	85.6%	70.2%	67.2%	90.0%	65.1%

Do to HUD's inability to keep to schedules, we have the benefit, while preparing this year's annual report, to have the FY 2006 scores for the resident survey available now.

Our scores for FY 2006 are:

Fiscal Year	Maintenance/ Repairs	Communications	Safety	Services	Neighborhood Appearance
FY 2006	88.0%	73.4%	68.9%	93.8%	66.7%

The Resident Survey scores for the past five year are in the table below.

Fiscal Year	Maintenance/ Repairs	Communications	Safety	Services	Neighborhood Appearance
FY 2006	88.0%	73.4%	68.9%	93.8%	66.7%
FY2005	85.6%	70.2%	67.2%	90.0%	65.1%
FY2004	82.3%	73.3%	73.2%	90.0%	67.3%
FY2003	90.0%	76.0%	71.0%	94.0%	69.0%
FY2002	86.0%	72.0%	78.0%	90.0%	67.0%



*Tenant Association's monthly Resident Advisory Board meeting*

The table above indicates that scores from the Resident Survey have been fairly consistent. The only indicator that has any significant move is for "safety," which has declined ten percentage points over the last five years.

#### **Analysis of FY 2006 Survey Responses**

Since the FY2006 survey results are available for review, its results will be compared to the FY2005 survey results. In almost every key question, the PHA scored higher in FY 2006 than it did in FY2005. In responses to overall satisfaction, maintenance & repairs and communications scores rose. The category safety had mixed results with some scores increasing, while others declined.

#### **□ KEY QUESTIONS AND RESPONSES:**

In responding to the question: "How satisfied are you with your living unit?," 85.3% responded that they were either very satisfied or satisfied.

In responding to the question: "Based on your experience, how satisfied were you with how easy it was to request repairs?," 84.3% stated that they were very satisfied or satisfied.

In responding to the question: "Do you think management is courteous and professional with you?," 80.7% responded they were very satisfied or satisfied. In responding to the question: "Would you recommend your housing property to a friend or family member seeking housing?," 74.3% said they would.

[See Tables 6-9 for key questions and responses for the FY2004-FY2005 period.]

#### **Section 8 Management Assessment Program (SEMAP)**

The Section 8 Program has its own rating system known as the Section 8 Management Assessment Program (SEMAP).

For FY2005, the PHA received the score of 104%, which is higher than the maximum due to bonus points. This is the third consecutive that the Leased Housing Department achieved a score of 100% or higher.

The SEMAP score is based on 14 key performance indicators, including:

- Wait list management
- Rent reasonableness
- Determining income
- Utility allowance schedule
- Quality control inspections
- Inspection enforcement
- Expanding housing opportunities for participants
- Payment standards
- Timely annual reexaminations
- Rent calculations
- Pre-contract inspections
- Lease rates
- Family Self-Sufficiency
- Deconcentration of low-income participants (Bonus indicator)

**Table 10: Section 8 Management Assessment Program Scores FY2001 – FY2005**

Year	Score
2005	104%
2004	100%
2003	104%
2002	81%
2001	89%

**Survey of Organizational Excellence**

The PHA administered the Survey of Organizational Excellence., after taking a year off. The 86 question survey, better known as an employee attitude survey, measures responses to questions dealing with benefits, pay, stress, work environment, work group, fairness and other work related issues.

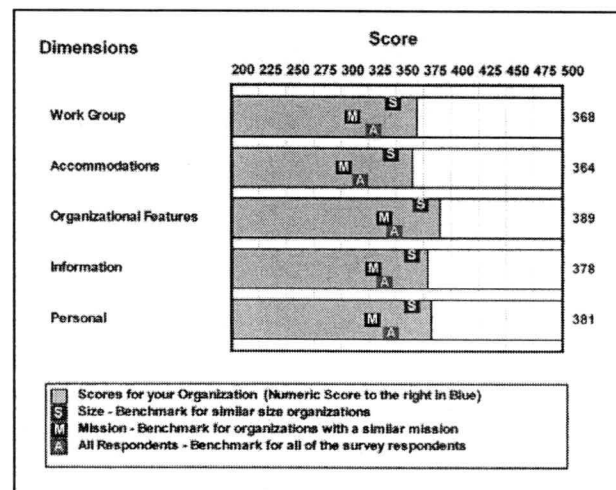
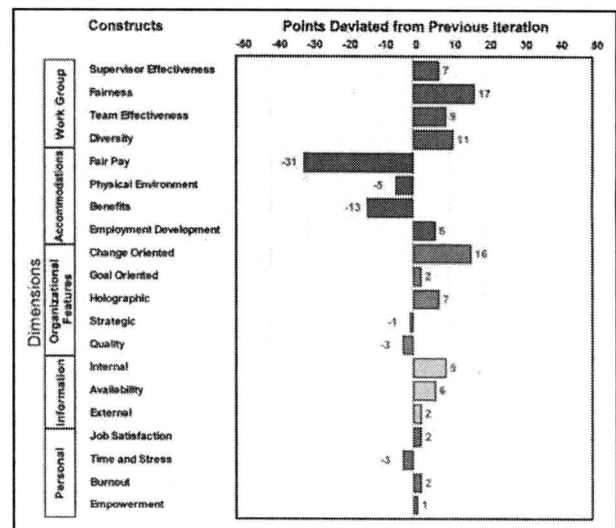
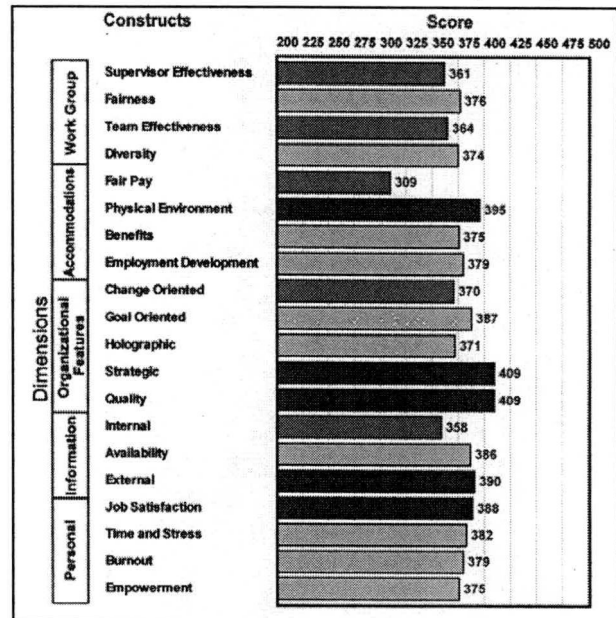
The survey scores how positively or negatively an employee sees issues at his or her place of employment. The survey is scored by computer through the University of Texas, who has thousands of clients that use the survey. We administer it to staff here. Using a well distributed and used survey allows us to be compared to like size, like mission and all the organizations that take the survey. Using this criteria, the PHA scored higher in every one of these comparative categories.

The survey is analyzed by organizing responses into five dimensions and twenty constructs (see below)

**Table 11: Survey of Organizational Excellence Dimensions and Constructs**

Dimension	Constructs
Work Group	Supervisory Effectiveness Fairness Team Effectiveness Diversity
Accommodations	Fair Pay Physical Environment Benefits Employment Development
Organizational Features	Change Oriented Goal Oriented Holographic (Consistency) Strategic Quality
Information	Internal Availability External
Personal	Job Satisfaction Time and Stress Burnout Empowerment

As the table following indicates, the PHA did well in every category examined by the survey. In fact, the Authority-wide scores indicate improvement in fourteen out of the twenty constructs compared to the last time the survey was administered two years ago.



Scores over 300 indicate that the person responding sees that issue as more positive than negative. Any score below 300 is considered more negative than positive. The PHA average was 377 for all the constructs. Not one of the twenty constructs scored below 300 authority-wide.

The PHA administered the survey to 150 employees, approximately 75% of our employees. All but one department- Facilities Management, which is our largest with 110 employees- had all their staff members take the survey. For administrative purposes, we broke the survey groups by department. Employees in the Management Information, Security and Planning were classified as Executive.

An examination of the data shows that each of the PHA departments scored their employment at the PHA as positive as well. Only one out of 120 possible constructs scored more negative than positive. The Facilities Management Department rated "Fair Pay" as more negative than positive. While disappointing, it was expected, since shortly before the survey was administered the staff was informed that there would be no wage increase that year and they would have to co-pay on their health insurance. What surprised us was that more departments didn't rate it negative.

Our highest scores, as has been the case in the last six surveys, were in "Quality" and "Strategic."

The accompanying chart indicates the scores by department for the most recent surveys and the average overall score authority-wide and by department for the last six years.

The survey can be best summed up by the response to the question; "We feel a sense of pride when we tell people we work for this organization." This response rated a very high (positive) score of 397.

#### **Board of Commissioners**

The Providence Housing Authority is governed by an eleven member Board of Commissioners. In FY 2006, ten of the eleven positions were filled. At the end of the fiscal year, only one commissioner's term will expire and not be reappointed. Paul Lewis, who has served on the board for five years, is relocating to Boston and has resigned from the board. Several other commissioners' terms will expire during the year, but all will be reappointed. Those reappointed were: Delores Cascella, Dorothy Waters, Ray Murphy, Ted Low and Paul Waldman. This leaves only one resident

commissioner position vacant. An election for resident commissioner will take place in October 2006.

Chairman Anton's position on the board has been filled by Barbara Field, the Senior Program Manager for the Local Initiative Support Corporation. Paul Lewis's vacancy will be filled by Professor Hilary Silver, a professor of Sociology and Urban Affairs at Brown University.

#### **MEETINGS**

In FY2006, the board conducted five meetings (September, November, January, March, May). No board retreat was conducted this year due to budget constraints. However, a day long planning retreat will take place when senior management is prepared to present their restructuring plan to meet HUD mandated asset management.

The attendance rate for the board was 77%. Five board members had perfect attendance (Cascella, Castillo, Low, Waldman and Waters). One City Council appointee to the board did not attend any meetings (Young), while the other City Council appointee attended 4 out of five meetings (80%).



*Awards ceremony for Chairman Anton and Vice-Chairman Low*

#### **COMMISSIONER RECOGNITION**

At the Board's annual meeting in November, Chairman Anton and Vice Chairman Low were recognized with a handsome award of commendation for their many years of service to the Providence Housing Authority.

Dr. Anton was recognized for 20 years of service on the board, 16 of them as chairman.

Commissioner Low was recognized for 15 years of continuous service, most of them as Vice Chairman.



### Employee Recognition

In FY2006, three employees received Employee of the Quarter Awards for their service in promoting the values of the PHA's mission.

Recognized in FY 2006 were:

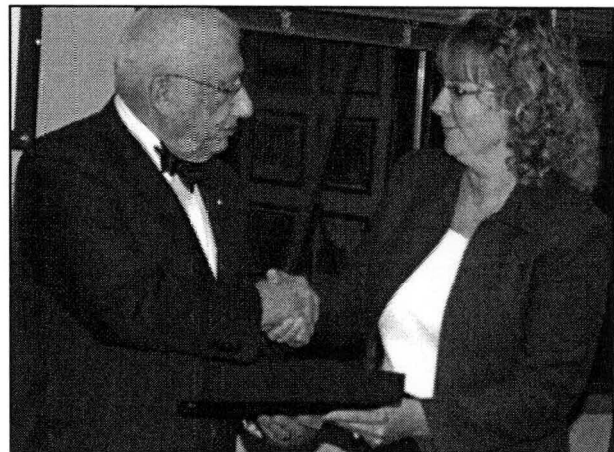
- Dennis McCarthy: Facilities Management Department
- Jennifer Jackson: Housing Management
- Nancy Mattes: Management Information Office



*Chairman Anton presenting the award for Mr. McCarthy*



*Commissioner Waldman presenting the award to Ms. Jackson*



*Vice-Chairman Low presenting the award to Mrs. Mattes*

### Employee Time-in-Service Awards

The PHA honors employees with a luncheon and a certificate for their time in service at the Providence Housing Authority. Staff members are recognized for five, ten, fifteen, twenty, twenty-five years of employment.

In FY 2006, 45 employees received certificates.

5-Year Service Certificates		10-Years	15-Years
▪ Lola Lange	▪ Ruth ragosta	▪ Thomas Allen	▪ Gary Sprague
▪ Dianne Tutt	▪ Delvin Rosa	▪ Terry Aigoro	▪ Ruben hincapie
▪ Olga Morales	▪ Iris Ortiz	▪ Chryl Britto	▪ Marcia Sullivan
▪ April Levesque	▪ David Polanco	▪ David Malkasian	▪ Kevin Lanouette
▪ Louise Chapman	▪ Kimberly Smith	▪ Daniael Murphy	▪ Lois Gordon
▪ Richard Newman	▪ Damaris DeLeo	▪ Edelmira Tavaréz	▪ Linda Wilson
▪ Joanne Dias	▪ Elia Santana	▪ Ana Fernandez	▪ Larry Coppola
▪ James Meehan	▪ Richard Quetta		▪ Gary fenton
▪ Fredrick Sneesby	▪ Bartola Ovalles		▪ Clarence Richardson
▪ Kathleen Knight	▪ David Johnson		▪ Felipe Mercedes
▪ Kenneth Albro	▪ Bruce Juniper		▪ Manny Pires
▪ Michael Mencucci	▪ Maria Bonet		▪ Denise Healy
▪ Robert Lavalley	▪ Candida Santiago		

### **New England Regional Council/National Association of Housing and Redevelopment Officials (NERC/NAHRO)**

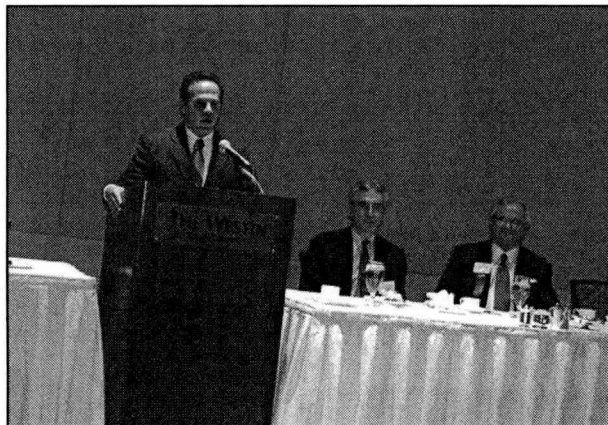
Providence was the host city and the Providence Housing Authority was the host agency for NERC/NAHRO's annual winter conference in February. As the host agency we were required to assist with speakers for workshops and to provide speakers for the luncheon.

The conference was an overwhelming success and many of the governing board members from NERC/NAHRO have decided to hold the conference in Providence, again, in two years.

At Tuesday's luncheon Mayor David Cicilline brought greetings from the City of Providence and spoke about the importance of affordable housing throughout New England.

The luncheon's main speaker was Professor and author Mark Motte from Rhode Island College. The very entertaining Professor Motte, who recently coauthored the book *Providence: The Renaissance City*, presented the 200 attendees with an overview of how Providence had become a renaissance city. He accompanied his talk with a slide presentation with showing Providence during various stages of development.

The PHA conducted a general session seminar on Preparing Your Agencies Emergency Operations Plan. The presentation was so successful that Connecticut/NAHRO asked the executive director to give a two hour presentation to their membership in May. In June, the executive director conducted a day long, well attended presentation and workshop for NERC/NAHRO members in Marlborough, Massachusetts.



*Mayor David Cicilline at the NERC/NAHRO conference in Providence*

### **NAHRO Legislative Conference**

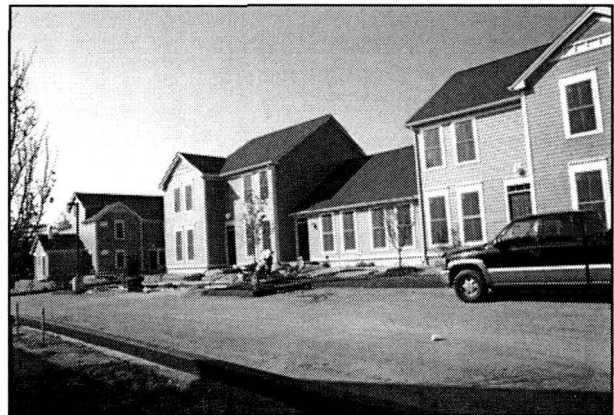
In March the executive director attended NAHRO's annual legislative conference in Washington, DC. The purpose of the trip was to inform members of the Congressional delegation about the importance of the public housing program and the need for federal support for affordable housing. The executive director met with Senator Chafee and his staff and the staff from Congressman Langevin's office.

### **Executive Director Become President of the Public Housing Association of Rhode Island (PHARI)**

Executive Director, Stephen J. O'Rourke, was selected by his colleagues to serve as the president of the Public Housing Association of Rhode Island. In serving in this capacity he will be the principal spokesman for the group and preside over their monthly meetings. The organization consists of the executive directors of all Rhode Island housing authorities. The group's goal in the upcoming year is to improve the image of public housing in the state.

### **Development**

#### **□ WILLIAMS-WOODS**



*William-Woods near completion – October 2006*

In February 2006, ground was finally broken for the long awaited Williams-Woods development at the former Roger Williams development. A ceremony was held indoors at the Roger Williams Day Care Center, which was well attended by political, civic, business and neighborhood representatives [See Introduction]

Williams-Woods is the culmination of years of work and planning to restore housing at the site of the once largest public housing development in Providence. The Roger Williams development, except for forty units, was partially demolished in the 1970s to lower the concentration of units at the 744-unit development. Over the years, due to many factors, the site deteriorated and was abandoned. In 1989, a Request

for Proposals was advertised by a joint planning group from the Housing Authority and the Providence Redevelopment Agency. A development team was selected to construct a 420-unit affordable housing development. The remaining existing units were demolished, except for the 40 units at Prairie Avenue. However, after six years, their development rights were terminated for nonperformance. This resulted in a protracted lawsuit, which was settled in the PHA's favor. The Family Housing Development Corporation, one of the development partners chosen and a nonprofit, neighborhood-based group, was allowed to serve as an advisor to the PHA.

At this time, the PHA commenced site planning to apply for a HOPE VI grant from HUD. Applying for a HOPE VI would have allowed a mixed-income, mixed-financed development to be constructed on the 22 acres of vacant land.

The PHA hired the architectural/planning firm of Stull & Lee from Boston, MA to conduct a series of neighborhood, planning sessions at the site. Neighbors attended three planning sessions to voice their opinion on what type and style of housing should be constructed on the site. The Housing Authority's planning staff conducted focus groups and surveyed contiguous property owners. Plans were prepared, as called for in the HOPE VI application, to seek partners. There was a sense that housing would return to the site.

The City of Providence, however, had other needs for the land. With an increasing school-age population in Providence, the city, through their eminent domain powers proceeded to take three consecutive parcels from the site to construct two schools, a community center and a regional recreational park.

With the loss of the so-called "critical mass" needed for a successful HOPE VI application, the Housing Authority lowered its expectations and partnered with Winn Development Company of Boston, MA to construct 65-units of affordable housing on the remaining five acres using the low-income tax credits to finance 85% of the construction. Units will be leased starting in November 2006.

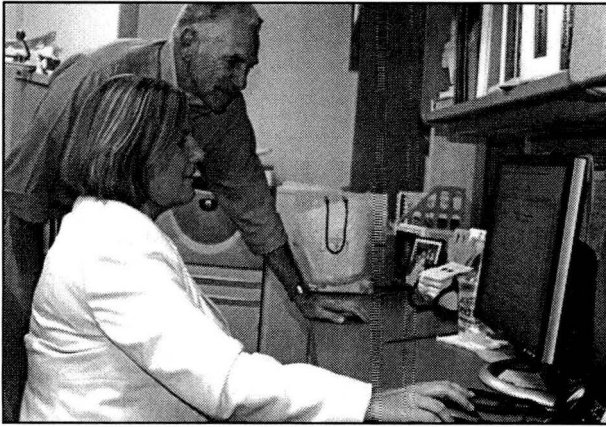
#### □ BOND ISSUE FOR CANONOCHET CLIFFS

The Board of Commissioners authorized the issuance of bonds for the refinancing and rehabilitation of Canonochet Cliffs in Hopkinton, R.I. in FY 2006. Issuing bonds for Canonochet Cliffs required the PHA to get permission from the Town of Hopkinton before assisting the developer with the financing. State law allows the PHA to issue bonds outside of our legal jurisdiction when a housing authority does not exist in a city or town and when the local governing body approves it. The bond issue is for an amount not to exceed \$5.0 million. By issuing the bonds we assist the developer by providing financing and by meeting our mission to preserve affordable housing. The housing authority also will receive an administrative fee for issuing the bonds. As of the end of the fiscal year, the bonds have not closed.



*William-Woods 1<sup>st</sup> phase completed in November 2006*

## HUMAN RESOURCES & PERSONNEL ADMINISTRATION



*Special Assistant reviewing personnel policies with an employee*

Human Resources Management Incorporates A Number Of Interrelated Job Functions And Work Processes. Typical Hr Functions Include Staffing, Planning, Position Design and Development, Training and Development, Performance Management, Compensation And Benefits, Employee And Labor Relations, Workplace Health And Safety, And Hr Information Management.

Staffing involves the recruitment of potential applicants for existing or anticipated job openings and the selection of individuals whose qualifications meet the needs of the position. Planning anticipates and makes provisions for the movement of people into, within and out of the organization today while visualizing the HR needs of tomorrow. Position Design & Development improves jobs through technological and human considerations to enhance efficiency and employee satisfaction. Training and Development designs and delivers programs using a variety of methods to develop employee skills and abilities to improve the level of performance and broaden skills for future responsibilities. Performance Management is a measurement tool used to establish performance standards, identify ways to improve performance and assess and document performance. Compensation and Benefits establishes policies and develops procedures that fairly compensate employees for work performance while meeting the strategic needs of the organization. Employee and Labor Relations are necessary to maintain harmonious working relationships between departments, management and individual employees. By developing effective HR policies and procedures, successful

working relationships can be maintained in a unionized environment. Workplace Health and Safety policies and procedures are designed to provide a hazard-free environment as well as compliance with all applicable governmental statutes and regulations. HR Information Management maintains current and accurate data. This data is instrumental in decision making, forecasting future HR needs, establish strategic plans, career path and promotions and to evaluate HR policies and procedures.

Human Resource Management is an ongoing function that evolves over time, requiring constant review and change. The following reflect issues addressed during the past fiscal year which support the Authority's Human Resource function.

### Accomplishments

#### ☐ COBRA ADMINISTRATION OUTSOURCED

Altus Benefit Administrators assumed the administration of the Authority's COBRA Program effective September, 2005. The cost of this service is provided at no charge to the Authority. Altus provides administrative services including the initial notice of COBRA rights, notices to qualified beneficiaries, collection services, reporting to insurance carriers, monthly reporting, compliance and customer service.

#### ☐ CAREER PATHS

In order to provide employees with advancement opportunities, Human Resources has created a career path program. Career paths show employees how to achieve their career goals in specific and quantifiable terms. Each position in the organization is linked to specific educational and training requirements that the employee must achieve in order to advance.

Developing career paths requires collaboration between the employee and their supervisor. Employees must first complete a self-assessment of their skills, abilities and interests. Next, the employee and supervisor determine what positions appeal to the employee based on their self-assessment and the supervisor's observation. Finally, the employee determines which positions they would like to explore, and begins taking the necessary steps to achieve their goal. By examining the positions educational, training, and certification requirements, the employee can prepare for advancement.

#### ☐ REDUCTION IN WORKFORCE

In August the first staff reductions in the PHA workforce began with the layoff of five painters, three carpenters and a plasterer. Also in August/September a number of other positions were eliminated, including



the Planning/Policy Office, in an effort to save money and to streamline the organization.

#### **□ FURLONGHS**

Due to continued cuts in federal funding, all employees were required to take a one-week furlough before the end of the 2006 fiscal year. Employees had the option of taking it in full week increments with the Department Director and HR Officer's approval. Employees also had the option to substitute furlough by reducing this year's sick leave reimbursement by five days at the 100% level.

#### **□ UNION CONTRACTS NEGOTIATED**

A new three-year contract was signed between the Authority and the Teamsters' union in November. Significant changes included the implementation of health insurance co-pays for all members, changes to the vacation and holiday schedules, and adoption of the donated leave policy.

Negotiations with the Carpenters' and Painters' unions reached a standstill in December. The Authority and the unions were unable to reach agreement on health insurance co-pays. Therefore, the Painters' and Carpenters' union members were subject to a two-week furlough prior to the end of the 2006 fiscal year.

#### **□ OSHA COMPLIANCE TRAINING**

OSHA Compliance Programs were reviewed and updated in March. Annually, the HR Officer reviews the existing programs and updates them based on changes to the OSHA regulations. Programs include Bloodborne Pathogens, Personal Protective Equipment, Hazard Communications, Respirators, Hearing Conservation, Lockout Tagout, Powered Industrial Lifts, and Welding and Ladder Safety. New manuals were created and distributed to the Deputy Director, Department Directors and Foremen.

Beacon Mutual has agreed to provide on-site OSHA Compliance training for the following topics; Bloodborne Pathogens, Personal Protective Equipment, Hearing Conservation, Hazardous Communications, Supervisory Safety, and Welder Training. As these services are provided free of charge to the Authority, the 2006 OSHA Compliance cost are expected to be drastically reduced.

#### **□ PROVE-IT TRAINING**

Prove-It Training, a Microsoft Office application tutorial and testing program, was implemented in December. All administrative employees have been trained and given access to the system. Employees are

expected to test out on each module at their required level within the next two years.

#### **□ SURVEY OF ORGANIZATIONAL EXCELLENCE**

The Survey of Organizational Excellence was performed during the month of February. One-hundred and fifty (150) full time employees were surveyed. The survey is performed bi-annually in order to gather feedback from employees regarding issues such as job satisfaction, pay, benefits, supervision, communications, teamwork, training, and organizational goals and objectives. The survey is anonymous, and is processed by an outside agency to ensure confidentiality and accuracy of results.

Results from the Survey of Organizational excellence were received in March. Overall, the SOE showed improvement in scores over the previous surveys. The exception was with fair pay and benefits, which declined. This was anticipated due to recent layoffs, salary freezes, and the implementation of health insurance co-pays this past year.

#### **□ WAGE COMPARABILITY REPORT**

The Human Resource Wage Comparability Report was submitted to the Executive Director for review. The purpose of the report is to ensure that PHA employees are being paid at comparable levels to similar positions at other Housing Authority's, and with local, state, and regional agencies.

#### **□ HTVN WEB-BASED TRAINING**

The Authority converted to HTVN web-based training in April. This replaced the satellite based system previously provided by Housing Authority Insurance. Under our new agreement with HAI, up to five (5) employees can access web-based seminars from their desktops at any given time. In addition, web-casts can be projected at the training room at 40 Laurel Hill, which can accommodate up to thirty employees.

#### **□ WAGE REOPENERS**

Negotiations began in May with the four unions that represent 186 PHA employees. The Teamsters' and Laborers' unions were open for wage negotiations this year while the Carpenters' and Painters' unions are negotiating new contracts that are scheduled to expire on June 30, 2006.

#### **□ TRAINING NEEDS ASSESSMENTS**

Training Needs Assessment surveys were distributed to all full-time employees in May. Three separate surveys were developed for Administrative/Management, Clerical, and Maintenance staff. Surveys provide valuable feedback

from employees and assist in developing plans for training in the upcoming year.

#### □ INTERNET/SECURITY CARD MONITORING

New internet monitoring and security card access reporting systems were installed in MIS and Human Resources in June. The purpose of these systems is to allow MIS personnel and the Director of Administration/HR to monitor internet and card access activity at the Central Office. In addition, tighter restrictions were placed on the internet. These restrictions include, but are not limited to, sending mass mailings or chain letters, spending excessive amounts of time on the Internet, playing games, engaging in online chat groups, uploading or downloading large files, accessing streaming audio and/or video files. An updated Internet and Computer Access Policy was distributed to all employees.

#### □ PENSION LOANS

Modifications to the Mutual of America Pension loan provisions were instituted. Previously, there were no restrictions on the number of loans an employee could take through the plan. This resulted in approximately 250 outstanding loans, some employees having over a dozen at any given time. This caused a significant burden in accounting to administer these loans. Therefore, a new provision was added restricting the number of outstanding loans to no more than two (2) at any given time. Notices were sent to employees via e-mail and with their paychecks.

#### □ TRAVEL POLICY

A new PHA Travel Policy was written and distributed in March, 2006. This policy was revised in order to provide more detailed guidance to PHA employees traveling on Authority business. The policy provides specific information regarding transportation, lodging and meal expenses and utilizes the U.S. General Services Administration (GSA) established per-diem rates.

#### ANNUAL COMPENSATION STATEMENTS

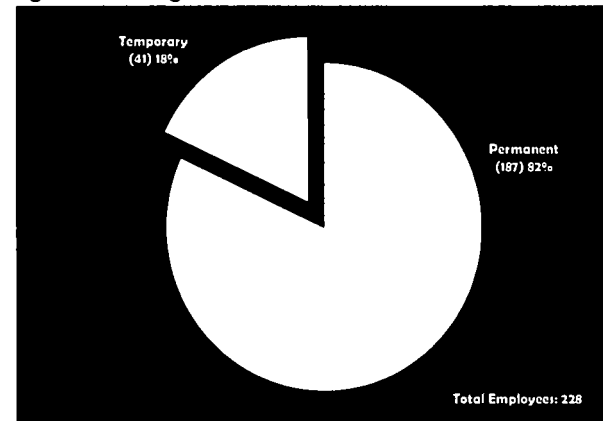
Data for the Annual Compensation Statements was compiled during the final quarter of fiscal year 2006 with statements mailed during the summer. These individual statements are distributed annually to all permanent full-time employees providing a summary of salaries and benefits paid to the employee during the previous year. Statements include gross salary, health/dental insurance, employment taxes, pensions, life insurance, longevity, sick leave payouts and various miscellaneous costs borne by the Authority.

### Recruitment, Selection & Appointment

#### □ STAFFING

At the close of FY 2006, the Providence Housing Authority employed 228 staff members – 187 permanent and 41 temporary employees. This represents a decrease in personnel from FY05 of twenty-two employees or 8.8%.

Figure 1: Staffing FY 2006



The Facilities Management Department has the largest workforce within the PHA with a staff of 97 (93 permanent and 4 temporary employees). The Housing Management and Resident Services Departments equally are the second largest with 30 employees each (29 permanent and 1 temporary in Housing Management and 20 permanent and 10 temporary in Resident Services). Leased Housing has 20 employees all of whom are permanent. The remaining staff members come under the umbrella of the Executive Office and include the Office of Management Information Services, the Office of Finance, Accounting & Budgeting, the Office of Security Services, and the Executive Office totaling 51 employees (25 permanent and 26 temporary employees). The majority of temporary workers in the Executive Office can be attributed to temporary security personnel.

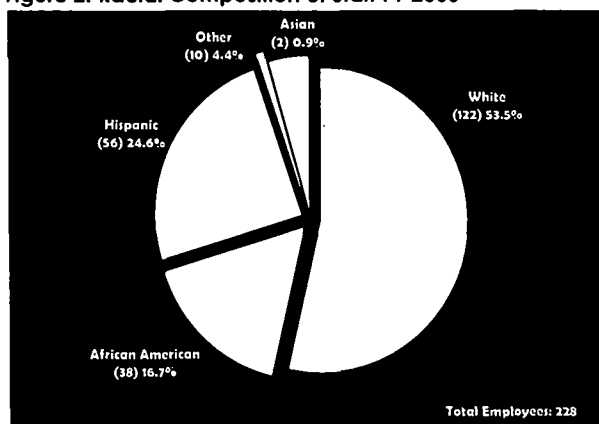
#### □ RACIAL COMPOSITION OF STAFF

The PHA employs a diverse ethnic population. The racial composition of PHA staff members is as follows: White: 122 (53.5%); African American: 38 (16.7%); Hispanic: 56 (24.6%); Asian: 2 (0.9%) and Other: 10 (4.4%). The number of non-minority employees decreased by 6.9% as did the number of minority employees (-10.9%) from FY 2005. Staff reductions were one result of cutbacks in our operating subsidy.

The Table and Chart below depict the composition of the permanent and temporary staff.

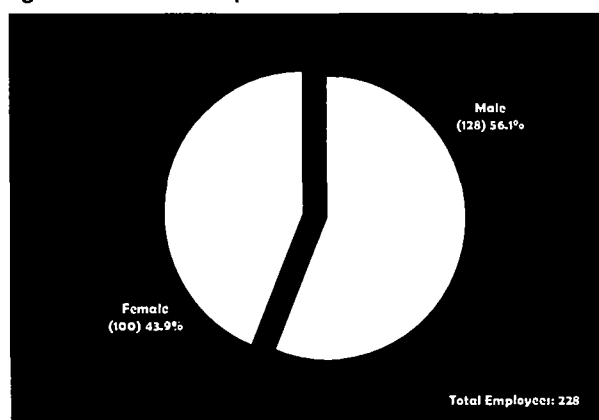
**Table 12: Staff Composition by Race FY 2006**

Race	Permanent		Temporary		Total	
	#	%	#	%	#	%
White	98	43%	24	10.5%	122	53.5%
African American	30	13.2%	8	3.5%	38	16.7%
Hispanic	50	21.9%	6	2.6%	56	24.6%
Asian	2	.9%	0	0.0%	2	.9%
Other	7	3.1%	3	1.3%	10	4.4%
<b>Total</b>	<b>187</b>	<b>82%</b>	<b>41</b>	<b>18%</b>	<b>228</b>	<b>100%</b>

**Figure 2: Racial Composition of Staff FY 2006**

#### □ GENDER COMPOSITION

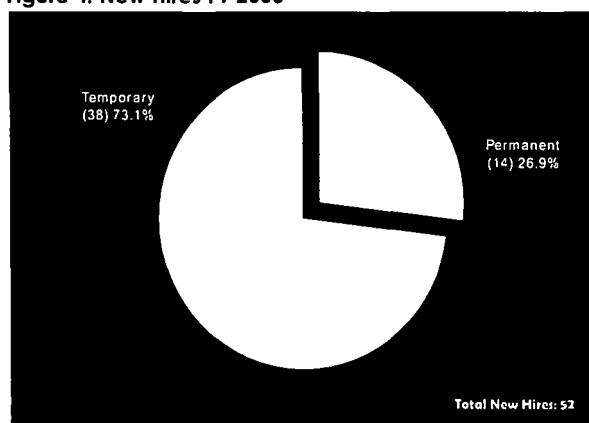
The gender composition of both permanent and temporary personnel for FY 2006 is 128 male (56.1%) and 100 female (43.9%). Male employees comprised 101 permanent and 27 temporary employees while female employees consist of 86 permanent and 14 temporary workers.

**Figure 3: Gender Composition of Staff**

#### □ NEW HIRES

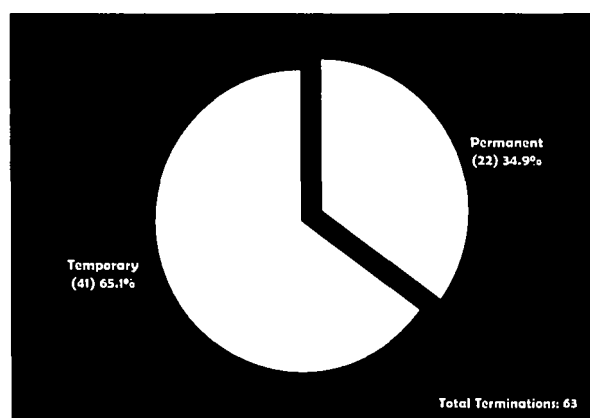
In FY 2006, 52 new employees were hired. Of this total, 14 (26.9%) were hired on a permanent basis while 38 (73.1%) were hired temporarily. Of the fourteen permanent positions, thirteen are still active employees of the Housing Authority. In addition, seventeen of the temporary staff members continue to work for the PHA. The majority of temporary employees work in the Office of Security Services. Others fill positions in the Facilities Management, Resident Services, Housing Management, and the Executive Office.

Seventeen employees were promoted during the fiscal year, four of whom were promoted from temporary to permanent positions.

**Figure 4: New Hires FY 2006**

#### □ TERMINATIONS

In FY 2006, sixty-three employees terminated their employment with the PHA. Of this number, twenty-two (34.9%) were permanent employees and 41 (65.1%) 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 5: Terminations FY 2006**

## □ RETIREMENTS

The Housing Authority lost two long term employees to retirement during the fiscal year. These two individuals had 28 years of combined service at the PHA.

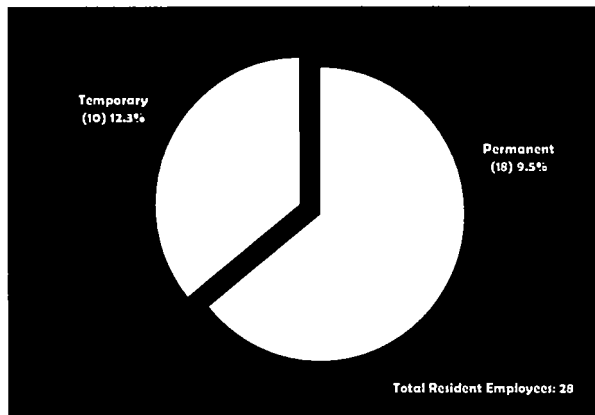
## □ RESIDENT RECRUITMENT AND EMPLOYMENT

It is a primary goal of the Housing Authority to improve the quality of life for its residents by providing employment opportunities with the agency. To address this need, 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 PHA currently employs 28 residents, 18 in permanent positions and 10 in temporary positions. These numbers represent 9.6% of the permanent workforce and 24.4% of the temporary staff. The majority of residents working for the PHA are employed in entry level positions such as Youth Program Aides, clerical and maintenance jobs, and lower to middle management positions.

Figure 6: Resident Employment FY 2006



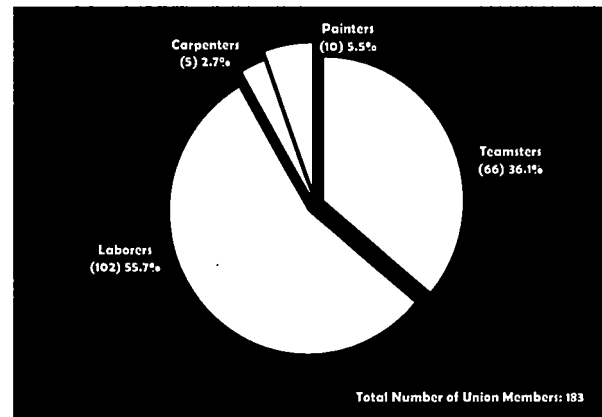
## □ BARGAINING UNITS

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 66 (36.1%) employees; the Laborer's Union represents 102 (55.7%) employees; the Painter's Union represents 10 (5.5%) employees; and the Carpenter's Union represents 5 (2.7%) employees. All employees, with the exception of the Executive Director, Deputy Director, Human Resource Officer, Special Assistants, Legal Counsel and all temporary personnel, are covered by one of the four bargaining units cited above. Relations are cordial and professional.

Figure 7: Union Representation FY 2006



## □ GRIEVANCES & ARBITRATION

Management and labor enjoy a good working relationship at the PHA. However, there are times when labor issues must be resolved through the grievance and/or arbitration process. During the past fiscal year, five grievances were filed, one less than FY 2005. All were resolved prior to arbitration.



Table 13: Labor Grievances FY 1997 - 2006

Year	Number of Labor Grievances
FY 1997	28
FY 1998	12
FY 1999	9
FY 2000	11
FY 2001	20
FY 2002	7
FY 2003	10
FY 2004	5
FY 2005	6
FY 2006	5

#### □ 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.

During FY 2006, 1.4% (a 1.8% increase from FY 2005) of all hours were classified as sick hours. While this percentage may seem small, it amounts to 6,146 work hours. We will continue to analyze work absences and try to improve situations before they become a problem.

Table 14: Absentees FY 2006

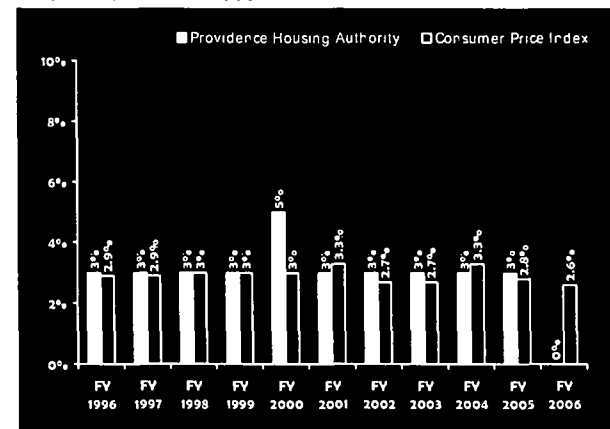
Type of Hours	Hours	% of Total
Regular Hours	407,725	89.8%
Vacation Hrs	26,538	5.8%
Comp Hours	2,686.5	0.6%
Sick Hours	6,146	1.4%
Workers Comp	4,674	1.0%
FMLA	6,176	1.4%
Total	453,946	100%

#### Wages and Benefits

##### □ WAGES

Due to funding cutbacks which resulted in a reduction in the PHA workforce and the implementation of one and two-week furloughs, no wage increases were awarded employees in the past fiscal year.

Figure 8: Average Wage Increase versus Consumer Price Index FY 1997 – FY 2006



#### □ HEALTH & DENTAL BENEFITS

The rising cost of healthcare is much in the news. Healthcare costs continue to grow faster than national income and, despite research indicating that we get good value for the increased spending, some policy makers and health analysts question whether governments and private employers can continue to finance the level of care that they do today. The Centers for Medicare and Medicaid Services (CMS) recently released projected health care expenditures for the 2005 through 2015 period. Total health expenditures are estimated to be \$2.16 trillion in 2006, and are projected to rise to over \$4 trillion in 2015. Per person health spending is \$7,110 this year and is projected to increase to \$12,320 by the end of the period.

Health spending continues to increase much faster than the overall economy (i.e., gross domestic product, or GDP). Since 1970, health care spending has grown at an average annual rate of 9.9%, or about 2.5 percentage points faster than GDP. In recent decades, the growth rates for health spending and GDP have slowed, but health spending growth remains consistently above GDP growth (Figure 1). As a share of the economy, health care has risen from 7.2% of GDP in 1965 to over 16% of GDP today, and it is projected to be 20% of GDP just 10 years from now.

Many economists and health policy analysts argue that the development and adoption of new medical technology (e.g., drugs, devices, treatments and techniques) is responsible for a substantial portion of the growth in health expenditures. Health care is the type of good that we want more of as the nation prospers and becomes wealthier and health care suppliers, providers and institutions have been successful in providing an increasing variety of new products and services to meet the societal demand.

This steady advance of medical capacity means that we have a growing stock of medical interventions that can potentially address a growing list of health care issues and conditions. To address the impact of medical technology on spending, policies would need to constrain the introduction and adoption of new medical products and services to a much greater extent than we do today. An example would be a policy that provides payment through insurance (public and private) only for new medical interventions that demonstrate benefits that exceed their costs. Limiting the supply of new imaging devices is a far more limited example of such a policy.

In April 2006, the Deputy Director, along with our healthcare consultant, conducted meetings with the PHA's Healthcare Advisory Committee. The purpose of the meeting was to discuss the trends in healthcare costs, proposed renewal rates and alternatives to the PHA plan design to keep increases to a minimum. The committee decided to seek proposals from the two largest health care providers in the State. In May 2006, two healthcare proposals submissions for employees Medical Insurance renewal for the period effective July 1, 2006 through June 30, 2007, were reviewed and discussed by the committee. It was unanimously agreed to recommend to the Executive Director to change our healthcare provider to Blue Cross Blue Shield of RI who provided the most competitive and comparable proposal with a premium increase of only 1%.

This year was the first year since FY 2000 the Authority medical plan costs have not increased by double-digit rates. The Providence Housing Authority goal is to continue to provide affordable quality healthcare services and dental plan for its employees.

In addition to conventional medical and prescription coverage, permanent employees and their families have access to Blue Cross Blue Shield Health Wellness Good Health Benefit. Participants can also find important information, save time, and get answers to their health questions right at their fingertips by going on-line BCBSRI.com

As shown in the following tables and figures, healthcare costs have risen dramatically (107%) over the past ten years. During FY 2006, the Housing Authority paid premiums of \$1,709,137 for healthcare as opposed to \$1,716,627 in FY 2005, a decrease of .4% due mainly to reductions in the work force. We have been able to offset some of this expense through employee contributions, totaling \$151,833 and through

COBRA payments of \$17,803. The amount the Authority pays (\$60,462) directly to employees covered under their spouse's health plan is included in the cost of health insurance. If the Authority were to pay the insurance for these 22 individuals it would cost \$263,176. By offering the "buyback" option, the Authority nets a savings of \$202,714.

Delta Dental of Rhode Island has made it possible for the Authority to continue to provide its employees with an excellent dental plan. Last year the Authority was able to negotiate a three year contract with Delta Dental, holding our rate renewal increases to an average of 5.3% maximum cap per year. Rates for the dental insurance rose from \$113,330 In FY05 to \$118,287 in FY06, an increase of 4.3%. We were able to offset some of the cost through employee contributions totaling \$3,421.00 and COBRA payments of \$2,144.00.

**Table 15: Health Care Costs per Employee  
FY 1997– FY 2006**

<b>Year</b>	<b>Total Cost</b>	<b>Number of Employees</b>	<b>Cost per Employee</b>
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
FY 2004	\$1,455,832	191	\$7,622
FY 2005	\$1,716,627	196	\$8,758
FY 2006	\$1,709,137	158	\$10,817
% Change FY 2005 – FY 2006	-0.4%	-19.3%	23.5%
% Change FY 1997 – FY 2006	107%	-6.5%	121.6%

Figure 9: Health Benefit Costs FY 1997 – FY 2006

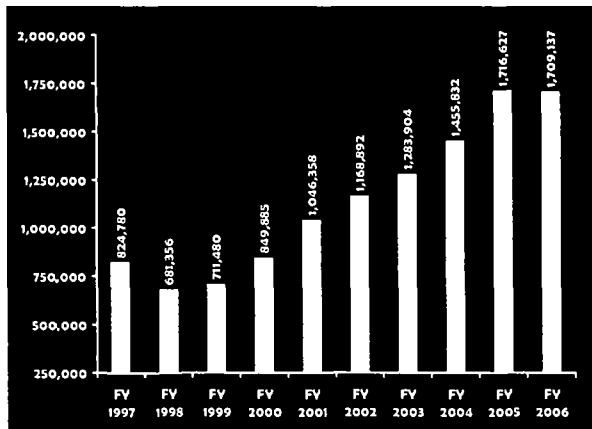
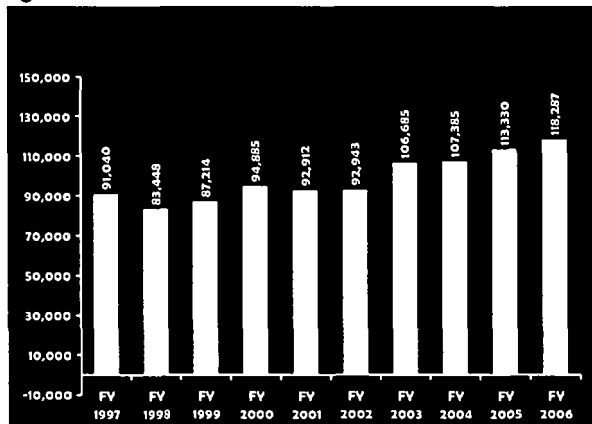


Figure 10: Dental Benefits Costs FY 1997 – FY 2006



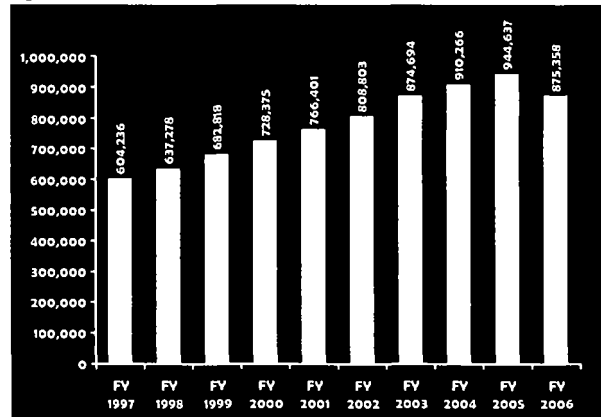
## □ PENSIONS

All permanent, union employees have two contributory pension plans: their union plan and the PHA-provided Mutual of America plan. While pension plan costs decreased by only 7% from \$944,637 in FY05 to \$875,358 in FY06, it should be noted that over the past ten years, costs have risen 44.8% from \$604,236 in FY97. The cost per employee has decreased 2.8% from \$4,820 in FY05 to \$4,681 in FY06 but has risen 17.8% over the past ten years. During the past year the number of employees participating in this plan decreased by 4.5% from 196 in FY05 to 187 in FY06.

Table 16: Pension Costs per Employee  
FY 1997 – FY 2006

Year	Total Cost	Number of Employees	Cost per Employee
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
FY 2004	\$910,266	191	\$4,766
FY 2005	\$944,637	196	\$4,820
FY 2006	\$875,358	187	\$4,681
% Change FY 2005-FY 2006	-7%	-4.5%	-2.8%
% Change FY 1997-FY 2006	44.8%	10.6%	17.8%

Figure 11: Total Pension Costs FY 1997 – FY 2006



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

Table 17: Pension Plan Costs FY 2006

Pension Plan	Costs to PHA	% of Total
Laborers	263,958.50	30.2%
Teamsters	185,706.00	21.2%
Painters	46,830.03	5.3%
Carpenters	36,649.84	4.2%
Mutual of America	342,213.22	39.1%
<b>Total</b>	<b>875,357.59</b>	<b>100.0%</b>

**Risk Management and Safety****WORKERS COMPENSATION**

The RI workers' compensation system is a form of no fault insurance. It is designed to provide assistance to employees injured at work for medical expenses and lost wages. The Authority buys an insurance policy to cover employees in event of an accident in the workplace. The employer's insurance company pays claims that are covered under the employer's insurance policy. From 2005 to 2006 the mod experience rate (or rate of incidents) has increased along with the premium rate. Although, through a joint effort, Beacon Mutual Insurance, the PHA Safety Committee and staff members starting in 2001 to 2006 began working together to introduce new safety programs and we have been able to keep workplace hazards under control and reduce our mod rate from 1.41 to 1.27.

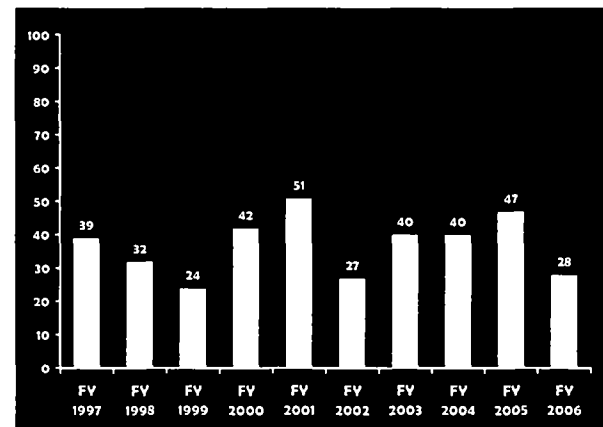
During this past fiscal year, our workers compensation premiums increased by 2.7% from \$154,312 in FY05 to \$158,410 in FY06. Although we are covering fewer employees than last year (228 in FY06 vs. 250 in FY05) the cost per employee has increased by \$78 or 12.6%.

Annually the Authority conducts workplace OSHA compliance safety inspections at all of our Facilities Management worksites. As a result of these inspections, potential exposures were identified and corrected by the Facility Management Department before an accident or injury occurred. The inspections provide the Authority with the necessary information needed to reduce loss or injury.

In FY06, twenty-eight PHA employees sustained injuries during the course of their work day, a substantial decrease (40%) since fiscal year 05 where forty-seven employees were injured. During the fiscal year, six hundred twenty-nine and a half days were lost from work, an increase of 142.5 days or 29.2%. It should be noted that of the 28 claims filed, twenty employees lost no time from work, six lost less than one week and five employees lost less than six weeks. The majority of time lost (536.5 days) were due to injuries sustained in FY05 that carried over into FY06.

**Table 18: Workers Compensation Claims FY 2006**

Time Lost	# Injuries FY 2006	# Injuries FY 2005	Total
No Time Lost	20	24	44
Under One Week	6	10	16
One – Six Weeks	5	9	14
Six – Eight Weeks	0	1	1
Over Eight weeks	0	3	3

**Figure 12: Workers Compensation Claims FY 1997 – FY 2006****Table 19: Workers Compensation Premiums FY 1997 – FY 2006**

Policy Year	Premium	% Change (from Previous Year)	#/Emp	Cost per/ Emp
1997-98	\$122,000	-59.0%	266	459
1998-99	\$111,233	-8.8%	234	\$475
1999-00	\$100,046	-10.1%	260	\$385
2000-01	\$133,384	+33.3%	278	\$480
2001-02	\$207,000	+55.2%	284	\$729
2002-03	\$214,000	+3.4%	259	\$826
2003-04	\$237,447	+10.9%	270	\$879
2004-05	\$251,836	+6%	262	\$961
2005-06	\$154,312	-39%	250	\$617
2006-07	\$158,410	2.7%	228	\$695

**GENERAL LIABILITY INSURANCE**

Commercial Liability Insurance is a business necessity for the Authority. Policies are designed to help protect the Authority if we are sued by a third party who is injured or whose property is damaged. A third party is generally someone who is not an employee. The policy covers defense costs and pays claims for which Authority is legally liable up to the policy limits.

The property /casualty insurance industry cycle is characterized by periods of soft market conditions, in which premium rates are stable or falling and insurance is readily available, and by periods of hard market conditions, where rates rise, and coverage may be more difficult to find and insurers' profits increase. During the FY 07 policy year, the Authority's general liability



insurance premiums decreased by \$16,541.00 or 7% from \$229,547 to \$213,006 because of an effective proactive risk control program and soft market conditions.

**Table 20: General Liability Premiums FY 1997 – FY 2006**

Policy Year	Premium	% Change (from Previous Year)	Losses	O/S Liability
1997-98	\$124,490	11.7%	\$10,439	\$20,129
1998-99	\$118,151	-5.1%	\$8,139	\$89,061
1999-00	\$135,172	+14.4%	\$132	\$22,868
2000-01	\$122,994	-9.0%	\$1,577	\$75,923
2001-02	\$150,158	+22.1%	\$11,939	\$12,371
2002-03	\$169,000	+12.5%	\$25,284	\$64,202
2003-04	\$195,988	+16.0%	\$2,000	\$49,000
2004-05	\$223,776	+14%		
2005-06	\$229,547	2.6%		
2006-07	\$213,006	-7.2%		

#### □ PROPERTY INSURANCE

Because of the 2005 hurricane season and the devastation caused by Katrina and the federal scientists prediction for another active Atlantic hurricane season in 2006, along with the probability of the northeast coastal States especially for property located in Rhode Island, Connecticut, Massachusetts and New Jersey experiencing a major hurricane and property losses similar to the damage and losses suffered by housing authority's in Florida, Louisiana and Mississippi 2005 because of Hurricane Katrina, the Property Insurance market has hardened; pricing has increased (sometimes as much as 200-300%). Insurers have been canceling property coverage or unwilling to write wind coverage. During the FY 07 policy year the Authority's property insurance increased by \$139,574 from \$270,932.00 to \$410,506 (or 51.5%), the second highest increase since the terrorist attacks on September 11, 2001.

**Table 21: Property Insurance Premiums FY 1997 – FY 2006**

Policy Year	Premium	% Change from Prev Year	Loss Experience
7/1/97	\$ 65,294		\$ 38,167.00
7/1/98	\$ 65,612	.5%	0
7/1/99	\$ 68,895	5%	0
7/1/00	\$ 76,794	11.4%	\$59,958.00
7/1/01	\$201,492	162%	0
7/1/02	\$207,727	3%	\$ 157,549.01
7/1/03	\$273,919	31.7%	\$32,428.15
7/1/04	\$270,932	-1%	\$82,715.74
7/1/05	\$410,506	51.5%	0
7/1/06	\$ 65,294	.5%	\$ 38,167.00

#### □ WORKPLACE SAFETY

PHA Workplace Safety Programs take a total quality management approach, looking at every aspect of the workplace to improve safety. Programs include methods working directly with unions enlisting their help, demonstrating the benefits of worker health and safety not only to the PHA, but to the union as well. We have found that creating a safer workplace not only reduces workers compensation claims, but also boost morale and job satisfaction, which in turn improves relations between employees and unions.

Workplace safety is about preventing injury and illness to employees and volunteers in the workplace. Therefore, it is about protecting the most valuable Providence Housing Authority asset: its workers. By protecting the employees' and volunteers' well-being, the Authority reduces the amount of money paid out in health insurance benefits, workers' compensation benefits and the cost of wages for temporary help. Also factored in are savings for lost-work hours (days away from work, restricted hours or job transfer), time spent in orienting temporary help, programs and services that suffer due to fewer service providers, stress on providers who are picking up the absent workers' share or, worse case, having to suspend or shut down a program due to lack of providers.

To make the workplace safer, the Authority has to acknowledge which potential health and safety hazards are present. Or determine where and what and how a worker is likely to become injured or ill. It starts with analyzing individual workstations and program areas

for hazards - the potential for harm, be it a frayed electrical cord, repetitive motion, toxic chemicals, mold, lead paint or lifting heavy objects.

#### □ **WORKPLACE ILLNESS & INJURY PREVENTION**

The Providence Housing Authority Risk Management Services program provides professional safety training, quality evaluation tools and other loss prevention/cost control programs that enable staff members to better facilitate safety programs. The main objective of Risk Management Services is to provide THE highest level of quality attainable for these services. Services provided through this program include but are not limited to:

- Risk Management Presentations for Staff
- Safety Committee
- Fire Safety Training for Residents
- Fire Prevention Poster Program
- Risk Control Video Library
- Risk Control programs
- Stretch for Safety
- Training via HTVN Satellite dish
- Loss Reports for analysis purposes
- OSHA Training
- PHA achievement awards

Risk Management staff members make a major commitment to educate and assist Authority personnel in controlling and reducing accidents/incidents, injuries and damage to PHA property.

#### □ **SAFETY COMMITTEE**

The Providence Housing Authority's Safety Committee consists of ten volunteers from different departments and work skills, who overview the safety programs and services. The Purpose of the safety committee is to bring workers and managers together to achieve and maintain a safe, healthful workplace. The Authority has made a concentrated effort over the years to reduce the number of losses, which has had a positive impact on staff morale, productivity, quality and premium costs. Our safety policies are based on past experience and current standards, and are also an integral part of the Authority's Personnel Policies. Compliance with these policies is a condition of employment and must be taken seriously.

The safety committee conducted three meetings this past year. In 2005-2006 the committee oversaw the following:

- Set practical goals for the safety committee
- Development of Annual Risk Control Plan
- Review and Analysis of Loss Reports
- Made Suggestions for Safety Training

- Review of Submissions for HARRI Award
- Work Plan Support
- Site Inspections

#### □ **FIRE SAFETY TRAINING**

In the United States, adults age 65 and older are more than twice as likely to die in a home fire as is the average person according to the National Fire Prevention Association. The mission of the Providence Housing Authority is to provide its residents with safe, decent, and affordable housing. Two of our most important resources are our residents and our staff. Keeping residents safe and secure is a top priority for the Providence Housing Authority. A commitment has been made by the Authority Administration to be proactive in Fire Safety Training, and to provide the safeguards that are necessary to ensure secure living conditions for Authority residents.

For the second year in a row, the PHA, in cooperation with the Providence Fire Department's Division of Fire Prevention, presented fire and fall safety training at all Elderly /Handicap High Rise buildings during the months of July and August 2005. In order to attract as many tenants as possible, these events were held in conjunction with cook-outs at the elderly/handicap developments and with pizza parties at the family developments.

During the month of October 2005 the Authority conducted Fire Safety Training programs at the Family Developments. Following each training session, a pizza party was held for the residents in attendance. Winners in each group were announced during the pizza parties. The Safety Committee will continue to monitor and restructure services to address safety findings including more in-depth loss and service analysis, and greater outreach. Risk Control fosters communication among the staff. One way this is accomplished is through training. Having committee members from different departments within the agency provides an excellent forum for an exchange of safety ideas.

#### □ **RISK MANAGEMENT AWARDS**

During FY 2006, the PHA received three awards from our insurance provider:

- HARRI Award
- Outstanding Risk Control Program Award
- Risk Work Control Plan

#### **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 FY06, thirty-eight (38) employees took advantage of this program and took time out of work. Additionally, four employees on FMLA in FY 2005 carried leave over to FY 2006. The combined average length of time away from work was four weeks per employee. Eight hundred thirty-four (834) days (or almost 167 weeks) were lost from work during FY06. This is a decrease of 37.6% or 504 days from FY05.

**Table 22: Family Medical Leave  
Number of Weeks Lost FY 2003 - 2006**

# Weeks	# On Leave FY06	# On Leave FY05	# On Leave FY04	Totals
< 1 Week	6	2	5	13
1 - 4 Weeks	20	13	6	39
4 - 8 Weeks	11	12	11	34
8 - 13 Weeks	4	9	9	22
13+ Weeks	1	5	3	9

#### Employee Assistance

The Housing Authority provides Employee Assistance Program through Life Watch EAP. The role of Life Watch EAP is to provide a range of programs to reduce stress, generate good mental health and nurture personal growth both on and off the job. This is accomplished through counseling, employee training and service programs. All of Life Watch's services are confidential. In FY 06, approximately 6.2% of the Authority's full time staff took advantage of the programs offered.

**Table 23: Utilization of Employee Assistance Program  
FY 1997 - FY 2006**

Year	Number of Employees	Percentage
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%
FY 2004	5	3%
FY 2005	38	20.2%
FY 2006	15	6.7%

#### Staff Training and Development

A prime objective 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 develop necessary skills and certifications.

Staff training is provided by both in-house personnel and through third-party providers. In addition, the Housing Authority provides web-based training in cooperation with the Housing Television Network (HTVN) and Prove-It Training, where employees are able to access various programs and software applications training directly from their workstation.

In FY06, the Providence Housing Authority conducted 3,070 hours of staff training, a seventeen and half percent decrease from last year. Of this training, employees participated in 468 (15.2%) hours of Computer training; 1,175 (38.3%) hours of General Management training; 6 (.2%) hours of HUD/Regulatory training; 269 (8.8%) hours of Technical/Maintenance training; and 1,152 (37.5%) hours of Safety training. The Housing Authority allocated \$40,000 in training funds in FY 2006.

**Table 24: Training Hours FY 1997 - FY 2006**

Year	Hours	% Change (from Previous Year)	Budget
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
FY 2004	4,241.75	+11.1%	\$40,000
FY 2005	3,705.75	-12.6%	\$40,000
FY 2006	3,070.0	-17.2%	\$40,000
<b>Total</b>	<b>37,160</b>	<b>NA</b>	<b>\$352,000</b>

#### □ TRAINING PROVIDERS

Staff training is conducted by both in-house personnel and through third-party providers. In FY 2006, training was been conducted by organizations such as FGM Solutions, Community College of RI, Beacon Mutual Insurance, Dower Associates, Nan McKay/HTVN and Rockhurst University to name a few.

Table 25: Staff Training Hours by Category FY 2006

General Category	Total Hours	% of Total
Computer Training	468.00	15.2%
General Management	1,175.00	38.3%
HUD / Regulatory	6.00	0.2%
Safety Training	1,152.00	37.5%
Technical / Maintenance	269.00	8.8%
<b>Total Training</b>	<b>3,070.00</b>	<b>100.0%</b>

## GENERAL COUNSEL'S REPORT

Continuously faced with a variety of ordinary and extraordinary legal issues, the Housing Authority employs a full time attorney as General Counsel to assist its staff, agents and representatives. General Counsel manages and coordinates all of the diverse legal matters that relate to or effect the Authority's operations and facilities. Legal services provided include formal and informal legal opinions. Services also include the review, preparation and modification of documents for the Authority's Board of Commissioners and its staff relative to a wide range of matters.

### Governmental Hearings

Reviewed petitions for nineteen Zoning and/or Licensing hearings for properties near or adjacent to PHA developments. Reviewed, contested and/or forwarded payment for twenty five environmental liens/fines against PHA properties.

### Contracts

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

### Real Estate Conveyances

No scattered-site single-family homes owned by the Authority were sold this year. Prepared and recorded mortgage discharge documents for five homes purchased tenants under the Home Ownership Program offered to Section 8 participants. The General Counsel assisted staff, rendered advice and prepared documents concerning the transfer of land at the former Roger Williams Project site.

### Miscellaneous Matters

The General Counsel updated monthly, annual and performance reports; attended various staff and Board meetings and functions; reviewed periodic statements for legal services rendered and conferred with staff regarding imposition of legal fees; monitored services of attorneys used for labor matters and landlord/tenant matters; reviewed weekly security reports; received and reviewed documents related to sale/assumption of existing telecommunication leases; verified AT&T lease information for Unison; reviewed proposed settlement stipulation for pending eviction case; reviewed and advised staff regarding ban on use of wading pools; advised management staff regarding eviction matter following dismissal of



discrimination complaint; reviewed and revised proposed Purchase and Sale agreement for sale of RW land; reviewed and objected to various environmental lien notices; reviewed personal injury Complaint against PHA and obtained dismissal from Plaintiff's attorney; answered several Subpoena Duces Tecum for Section 8 records; conferred with staff regarding objections to sewer fees; conferred with staff regarding rejection of bid for modernization work; drafted proposed Board resolutions; reviewed proposed AT&T/ Cingular lease modifications; conferred with staff regarding payment of fence damages by contractor; assisted Director in review and revision of asbestos tile removal contract; received payment from former tenant for eviction; reviewed District Court eviction records for Tenant Selection; reviewed and revised Lopez eviction stipulation; reviewed contracts for Modernization, MIS and Resident Services; reviewed and advised staff regarding Unicom leveraged service contract documents; reviewed and advised staff regarding denial of request for Grievance Hearing; advised Section 8 staff regarding application of provisions of new Lead Paint law; researched and conferred with staff regarding Project Based Assistance rules and regulations; issued letters to landlords that received HAP checks in error; reviewed employee termination notice; received subpoena and reviewed PHA records; advised staff regarding Tenant request for handicapped accommodation; advised staff regarding public bid provisions; reviewed discrimination Complaint filed by former employee; conferred with representative of Profit Search regarding tax exempt status; attended Municipal Court and obtained reduction of eight Environmental Violation fines; verified death and obtain death certificate for Section 8 participant; advised staff regarding cancellation of cleaning contract; advised staff regarding validity of newly issued social security numbers; prepared and submitted RI1-17 final Development Cost Certification; attended and photographed Roger Williams groundbreaking; prepared demand letter for reimbursement of damages for Salisbury Street property; verified no marriage record for Section 8 participant; conferred with staff regarding energy audit contract; reviewed staging contract for Modernization; reviewed and revised contract for energy audit services; reviewed and prepared response to formal request for reasonable accommodation from tenant's legal representative; conferred with staff regarding available and alternative accommodations; confirmed payment of Environmental Violation fines; reviewed and advised Director regarding assignment of Arbor Glen HAP Contract; advised staff regarding State Records Office;

advised purchasing staff regarding sales tax exempt status; reviewed and revised RFP for MIS department; reviewed, revised and advised MOD staff concerning fire safety appeal application and process; reviewed contracts entered into for various improvements; reviewed, responded to and appeared in District Court for staff and records subpoena; advised staff regarding release of Section 8 records to news media; re-reviewed and revised consents and assignments of Arbor Glen and University Heights HAP Contracts; contacted Gas Co. regarding reimbursement of insurance deductible for Tell St. lose; reviewed and prepared formal responses disputing claims of two separate discrimination complaints, one from a resident and one from an applicant; continued to advise staff regarding providing reasonable accommodation for existing tenant; further advised staff regarding provisions of RFP for MIS department; reviewed final MOD staff fire safety appeal application; advised MOD staff regarding legality of contractor's name change; received Gas Co. check of \$9,500.00 for reimbursement of insurance deductible for Tell St. lose; advised staff regarding bid solicitation for painting of boiler rooms; revised and distributed standardized eviction forms and letters; advised staff regarding terms and conditions of trash collection bid requests and changes thereto; confirmed disbursement of funds to DOL for closed project; drafted correspondence requesting elevator maintenance records; reviewed modernization contracts; reviewed and conferred with staff regarding building violation notice for Barbara Street; reviewed and revised Bond Inducement Resolution; conferred with staff regarding possible rental of additional rooftop space; met with staff to review and coordinate eviction actions; attended Public Finance Board Hearing for bond approval; provided information for Bond Counsel; reviewed and advised staff regarding Section 8 landlord's proposed lease; advised staff regarding transfer request based on medical needs; conferred with attorney representing telecommunication provider regarding possible rental of additional rooftop space; review and advised staff regarding NBC application for laundry permit; reviewed and revised trash collection contract; reviewed and revised eviction notice for tenant accused of drug offense; and, attended RI Bar Association annual meeting.

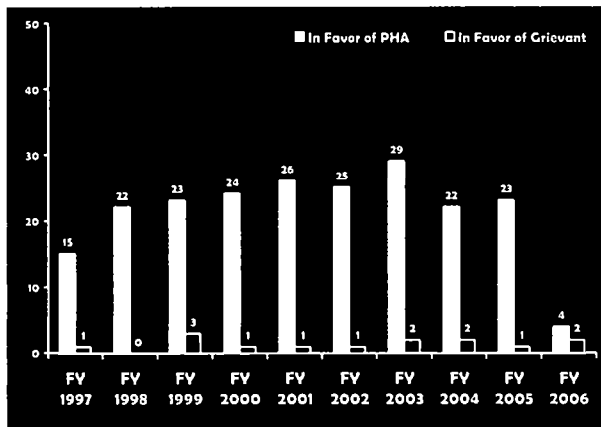
#### **Grievance Hearings**

The Authority's General Counsel also participated in and wrote decisions for a total of 6 Grievance Hearings which were requested and/or held for applicants during the period covered by this report; 4 of the decisions rendered by the Grievance Panels hearing these cases were in favor of the Authority; two

were in favor of applicants. Two additional grievances filed by tenants were resolved prior to hearing.

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

Figure 17. Grievance Hearings FY 1997 – FY 2006



While many tasks, functions and issues are handled directly by the Authority's General Counsel; it has been necessary to also utilize the services of outside, private attorneys and law firms to help with 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 Paul D. Ragosta and Joseph A. Montalbano for Tenant/Landlord matters; Little, Medeiros, Kinder, Bulman & Whitney, PC for labor relations; and BLISH & CAVANAGH for legal services related to civil litigation. Aside from ordinary evictions and employment matters, the Authority has also been involved as a party in various legal proceedings for personal injury claims which are handled by the Authority's Insurer's legal counsel.

Table 26. Contracted Legal Expenses FY 2006

Vendor		Operations Budget	Modernization Budget	Development Budget	Section 8 Budget	Sub Total	Overall Total
Paul D. Ragosta, Esq.	Attorney Fees	\$11,990.00				\$11,990.00	\$14,325.00
	Court Fees/Costs	\$ 2,225.00				\$ 2,335.00	
Joseph A. Montalbano, Esq.	Attorney Fees	\$25,062.50				\$25,062.50	\$30,747.08
	Court Fees/Costs	\$ 5,684.58				\$ 5,684.58	
Moving Costs: MGM Moving & Storage		\$10,050.00				\$10,050.00	\$10,050.00
Constables: George R. Clark		\$2,175.00				\$2,175.00	\$2,175.00
Richard J. Davis		\$2,450.00				\$2,450.00	\$2,450.00
Little, Medeiros, Kinder, Bulman & Whitney, PC		\$23,311.05				\$23,311.05	\$23,311.05
Bliss & Cavanagh		\$4,510.98	\$2,033.49		\$1,828.59	\$4,510.98	\$ 4,510.98
<b>Total</b>		<b>\$ 83,707.03</b>	<b>\$2,033.49</b>		<b>\$1,828.59</b>	<b>\$ 87,569.11</b>	<b>\$ 87,569.11</b>

# Office of Finance, Accounting & Budgeting

## SUMMARY



*Lou Tomasso, Chief Financial Officer & Joanne Dias, Accounts Payable*

The Finance, Accounting and Budget Office experienced a change of leadership at the conclusion of the fiscal year. Joseph Braga, long-time Chief Financial Officer at the PHA, resigned to pursue private business interests. Mr. Braga was replaced by Lou Tomasso, the PHA's Financial Analyst for the last 19 years and former career Federal Civil Service Budget and Accounting Officer with the Department of the Navy.

The department is responsible for all financial transactions and purchasing at the housing authority. It consists of a staff of twelve: a Chief Financial Officer, six accountants or bookkeepers, a clerk and four staff members who conduct purchasing and inventory functions.

## AGGREGATE FUNDS MANAGED

The department manages funds from numerous sources, including the Annual Operating Budget, Section 8 funds, and funds from various sources such as other federal, state, local and private sources.

The aggregate funds administered in FY 2006 totaled \$42.0 million, approximately \$500,000 less than the previous fiscal year, a 1.2% reduction.

**Table 1: Aggregate Funds Administered (FY 2002-FY2006)**

FY2006	FY2005	FY2004	FY2003	FY2002
\$42.05M	\$42.56M	\$45.18M	\$44.61M	\$41.39M

The aggregate amount administered by the department has remained relatively stable over the last five years. While the totals remained stable, amounts in specific accounts varied reflecting the reductions or increases in those programs. Most of the changes reflect budgetary changes by Congress.

**Table 2: Aggregate Funds Administered / Rate of Change (FY 2002 -FY 2006)**

Rate of Change FY2005-FY2006		Rate of Change FY 2002 - FY 2006	
Amount	Percent	Amount	Percent
(\$510,000)	(1.2%)	\$660,000	1.6%

## AGGREGATE INCOME BY SOURCE

Tables 3 and 4 indicate the sources of funds administered by the PHA over the last five years. In FY2006, three of the income sources increased, while three decreased. The greatest increase was in the annual operating budget. However, this unusual increase (\$3.0M) reflects a one-time sell-off of our rooftop antenna leases, bond income, an unanticipated transfer of surplus Section 8 administrative fees and a higher than normal amount of Capital Funds for operating purposes. Federal regulations allow housing authorities to use up to 20% of their Capital Fund Program allocation for operating purposes. This is also the last time, unless regulations change again, we will be able to use previous surplus Section 8 funds for public housing operating purposes. Congress passed legislation requiring Section 8 administrative fee reserves to be used only for Section 8 purposes.

As the chart indicates, the greatest reduction was in the Section 8 Program. This reflects HUD's new method of allocating funds by using monthly averages to calculate renewals. The PHA miscalculated the three-month averages used to determine new allocations from the program in our original renewal for funds. When the error was determined, HUD refused to reconsider our renewal amount resulting in a dramatic reduction (\$3.5 million) in Section 8 funds. They have, subsequently provided some additional funding at the end of the fiscal year. We intend to apply for additional funds this year to recapture funds lost during the process of change over to the new system. As a result of the shortfall, the Leased Housing Department had to cease issuing vouchers until the end of the fiscal year.

**Table 3: Aggregate Income By Program Source (FY2002 – FY2006)**

Program Budget	FY2006	FY2005	FY2004	FY2003	FY2002	5-Year Average
Operating Budget	\$19.10	\$16.10	\$16.80	\$15.30	\$13.90	\$16.24
Section 8	19.0	22.5	22.8	22.1	20.4	\$21.36
Capital Funds	3.3	3.0	4.5	3.5	5.2	\$4.28
HUD/Other	0.399	0.732	0.867	3.4	1.3	\$1.34
State/City	0.217	0.119	0.075	0.239	0.524	\$0.23
Other	0.0786	0.113	0.137	0.073	0.069	\$0.09
<b>Total</b>	<b>\$42.05</b>	<b>\$42.56</b>	<b>\$45.18</b>	<b>\$44.61</b>	<b>\$41.39</b>	<b>\$43.55</b>

[The aggregate amount in this table is more than the amount in Table 1 because this table is not adjusted for the transfer of \$1.9m from Capital Funds to Operating Funds. The explanation for this is provided in the narrative for Annual Operating Income.]

**Table 4: Aggregate Income By Program Source / Rate of Change (FY 2002 – FY 2006)**

Program Budget	Amount +/- FY2005-FY2006	Percent Change FY2005-FY2006	Amount +/- FY2002-FY2006	Percent Change FY2002-FY2006	Annual Rate
Operating Budget	\$3.00	18.6%	\$5.20	37.41%	7.48%
Section 8	(\$3.50)	(16.7%)	\$19.00	(6.86%)	(1.4%)
Capital Funds	\$0.300	10.0%	\$5.20	(36.5%)	0.00%
HUD/Other	(\$0.33)	(54.0%)	\$0.00	(69.3%)	(13.9%)
State/City	\$0.10	189.3%	\$0.40	(58.6%)	(11.7%)
Other	(\$0.03)	(42.6%)	\$0.22	13.9%	2.8%

## ANNUAL OPERATING BUDGET FY 2006

In FY2006, the Providence Housing Authority generated \$19.1 million in income and experienced \$17.9 million in expenses. This resulted in a year-end surplus of \$1.2 million. Over the last five fiscal years the PHA has experienced surpluses in four of the five years. However, the one year in which we had a deficit it was substantial (\$2.5 million). [See table 5] For the record, let it be recorded that this was intentional. The executive director recommended and the board agreed to the deficit financing in anticipation of HUD's new funding system, which would have allocated a substantial amount of additional funds to the PHA. We also agreed to the deficit funding in order to maintain staff levels. Mid-way through the fiscal year, HUD determined to delay the implementation of

the new funding system. At that time, the entire deficit had to be financed from our, then, healthy operating reserve, which, at that time, exceeded \$3.5 million.

The reduction in our operating reserve level has had an impact on our financial indicators scores for the Public Housing Assessment System, the system HUD uses to rate housing authority performance. This Authority dropped 9 points in our Financial Management indicators from our previous score due to the impact of our lower reserve levels had on cash flow.

**Table 5: Operating Income & Expenses FY2002-FY2006**

Budget Category	FY2006 (Budgeted)	FY2006 (Actual)	FY2005 (Actual)	FY2004 (Actual)	FY2003 (Actual)	FY2002 (Actual)
Operating Income	\$17,251,952	<b>\$19,102,113</b>	\$16,108,464	\$16,812,785	\$15,335,314	\$14,014,843
Operating Expenses	\$16,381,287	<b>\$17,895,439</b>	\$18,685,970	\$16,382,237	\$15,250,092	\$13,615,978
Surplus (Deficit)	\$870,665	<b>\$1,206,674</b>	(\$2,577,506)	\$430,548	\$85,222	\$398,865

Table 6 indicates the sources of operating income for the PHA from FY 2002 to FY 2006. Total Operating Income increased by 18.5% in FY 2006, substantially more than anticipated. This was primarily due to 101% increase in "Other" Income from the previous year. As mentioned above, this was due to one-time transfer of Section 8 administrative reserve fees, the sell-off of antenna leases and a greater than anticipated allocation of Capital Funds to the Operating Budget.

Dwelling Rents have risen steadily over that last five years at a rate of 5.5% annually. In FY2006, however, they increased by only 2.8%. Interest Income increased by 5.0% in FY 2006, while Excess Utilities decreased by 18.0%. The Operating Subsidy from HUD has varied over the last five years depending on the proration determined by HUD. While it increased by 11.6% from the amount in the previous fiscal year, it is less than the amount we would have received had we been funded at 100% of our eligible amount.

**Table 6: Operating Income / Operating Receipts & Subsidy (FY 2002 – FY 2006)**

Budget Category	FY2006 (Budgeted)	FY2006 (Actual)	FY2005 (Actual)	FY2004 (Actual)	FY2003 (Actual)	FY2002 (Actual)
Dwelling Rent	\$7,004,615	<b>\$6,984,053</b>	\$6,835,010	\$6,459,865	\$5,972,191	\$5,476,993
Excess Utilities	19,570	<b>17,904</b>	21,833	41,674	21,242	7,429
Interest Income	32,546	<b>80,506</b>	76,681	108,027	144,164	47,242
Other Income	2,076,459	<b>3,724,734</b>	1,844,625	3,178,216	1,722,241	1,242,226
Total Operating Receipts	\$9,133,190	<b>\$10,807,197</b>	\$8,778,149	\$9,787,782	\$7,859,838	\$6,773,890
HUD Operating Subsidy	\$8,118,762	<b>\$8,294,916</b>	\$7,330,315	\$7,025,003	\$7,475,476	\$7,240,953
<b>TOTAL</b>	<b>\$17,251,952</b>	<b>\$19,102,113</b>	<b>\$16,108,464</b>	<b>\$16,812,785</b>	<b>\$15,335,314</b>	<b>\$14,014,843</b>

**Table 7: Operating Income / Operating Receipts & Subsidy – Rate of Change (FY 2002 – FY 2006)**

Budget Category	Amount +/- FY2005-FY2006	Percent Change FY2005-FY2006	Amount +/- FY2002-FY2006	Percent Change FY2002-FY2006	Annual Rate of Change FY2002-FY2006
Dwelling Rent	\$149,043	2.2%	\$1,507,060	27.5%	5.50%
Excess Utilities	(\$3,929)	(18.0%)	\$10,475	141.0%	28.20%
Interest Income	\$3,825	5.0%	\$33,264	70.4%	14.08%
Other Income	\$1,880,109	102.0%	\$2,482,508	199.8%	39.97%
Total Operating Receipts	\$2,029,048	23.1%	\$4,033,307	59.5%	11.91%
HUD Operating Subsidy	\$964,601	11.6%	\$1,053,963	14.6%	2.91%



<b>Total Income</b>	<b>\$2,993,649</b>	<b>18.58%</b>	<b>\$5,087,270</b>	<b>36.3%</b>	<b>7.3%</b>
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Tables 7 and 8 indicate the Housing Authority's Operating Expenses over the last five years. For the first time in ten years, our operating expenses decreased from the previous year. While the decrease (4.2%) is not substantial, it does reflect the staff reductions that took place during the second and third quarters of the year. The reductions were not as much as anticipated and budgeted, however. The actual operating expenses are approximately \$1.5 million more than budgeted. Fortunately, our income was substantially more than anticipated and budgeted as well. If it were not for the additional income, we may have faced another deficit year. Some costs we incur are difficult to budget for-like utilities. Utilities, which will be addressed elsewhere in this report, are constantly fluctuating. Each of the individual expense categories will be explained and analyzed in their own separate section below.

**Table 8: Operating Expenses by Budget Category (FY 2002 – FY 2006)**

<b>Budget Category</b>	<b>FY2006 (Budgeted)</b>	<b>FY2006 (Actual)</b>	<b>FY2005 (Actual)</b>	<b>FY2004 (Actual)</b>	<b>FY2003 (Actual)</b>	<b>FY2002 (Actual)</b>
Administration	\$2,743,277	\$3,392,551	\$3,599,152	\$3,173,239	\$3,089,469	\$2,858,530
Tenant Services	63,050	50,972	47,756	91,681	59,013	41,089
Utilities	4,935,412	6,100,489	6,028,181	4,423,919	4,153,425	3,645,841
Maintenance	4,541,258	4,492,113	4,642,926	5,245,951	4,748,584	4,325,703
Protective Services	243,648	261,503	296,157	269,421	166,435	96,233
General	3,854,642	3,597,811	4,071,798	3,178,026	3,033,166	2,648,582
<b>Total</b>	<b>\$16,381,287</b>	<b>\$17,895,439</b>	<b>\$18,685,970</b>	<b>\$16,382,237</b>	<b>\$15,250,092</b>	<b>\$13,615,978</b>

**Table 9: Operating Expenses / Rate of Change (FY2002-FY2006)**

<b>Budget Category</b>	<b>Amount +/- FY2005-FY2006</b>	<b>Percent Change FY2005-FY2006</b>	<b>Amount +/- FY2002-FY2006</b>	<b>Percent Change FY2002-FY2006</b>	<b>Annual Rate of Change FY2002-FY2006</b>
Administration	(\$206,601)	(5.7%)	\$534,021	19%	3.74%
Tenant Services	\$3,216	6.7%	\$9,883	24%	4.81%
Utilities	\$72,308	1.2%	\$2,454,648	67%	13.47%
Maintenance	(\$150,813)	(3.3%)	\$166,410	4.0%	0.77%
Protective Service	(\$34,654)	(11.7%)	\$165,270	172%	34.35%
General Expenses	(\$473,987)	-11.6%	\$949,229	36%	7.17%
<b>Total</b>	<b>(\$790,531)</b>	<b>-4.23%</b>	<b>\$4,279,461</b>	<b>31.43%</b>	<b>6.29%</b>

Tables 10 and 11 indicate Administrative Expenses at the Housing Authority over the last five years. Overall, Administrative Expenses decreased by 3.0% in FY 2006. Three of the six budget line items (Admin Salaries, Legal, Training) decreased from the previous year, while one stayed constant (Audit), and two increased (Travel & Sundry). The travel expense increase reflects the rising cost of mileage costs due to rising gasoline prices. The increase in sundries is unusual and reflects one-time expenses for special payments that are covered through funds received and counted as other income. An example of this is the payment to a contractor that has been held by the Authority for many years that has been in dispute. This reached final litigation after numerous appeals and was paid out in FY 2006. Although this was a large portion of the cost overrun in Sundries, it was not the only line item in this category that exceeded budgeted amounts. This line item will have to be better managed in future years. The Administrative Salaries line item was 8.7% less than FY 2005. Once again, however, this budget category exceeded the budgeted amount. Since income exceeded budgeted amounts as well, it has not impaired our financial standing. The additional amount reflects the pick-up of unbudgeted salaries in the Resident Services Department, which had positions funded by grants that were not renewed before the end of the fiscal year.

Table 10: Administrative Expenses (FY2002-FY2006)

Budget Category	FY2006 (Budgeted)	FY2006 (Actual)	FY2005 (Actual)	FY2004 (Actual)	FY2003 (Actual)	FY2002 (Actual)
Administrative Salaries	\$2,358,027	<b>\$2,548,334</b>	\$2,791,906	\$2,421,065	\$2,328,605	\$2,153,253
Legal	\$31,400	<b>\$61,185</b>	\$80,606*	21,812	46,472	72,656
Training	\$24,300	<b>\$30,262</b>	\$44,922	56,240	52,117	59,907
Travel	\$12,533	<b>\$16,070</b>	\$10,403	7,126	8,103	6,753
Audit/Accounting	\$61,416	<b>\$75,745</b>	\$75,245	82,995	78,995	71,196
Sundry	\$255,601	<b>\$660,956</b>	\$500,385	584,001	575,177	494,765
<b>Total</b>	<b>\$2,743,277</b>	<b>\$3,392,551</b>	<b>\$3,503,467</b>	<b>\$3,173,239</b>	<b>\$3,089,469</b>	<b>\$2,858,530</b>

Table 11: Administrative Expenses (FY2002-FY2006) Rate of Change

Budget Category	Amount +/- FY2005-FY2006	Percent Change FY2005-FY2006	Amount +/- FY2002-FY2006	Percent Change FY2002-FY2006	Annual Rate of Change FY2002-FY2006
Administrative Salaries	(\$243,572)	(8.7%)	\$395,081	18.4%	3.7%
Legal	(\$19,421)	(24.1%)	(\$11,471)	(15.8%)	(3.16%)
Training	(\$14,660)	(32.6%)	(\$29,645)	(49.5%)	(9.90%)
Travel	\$5,667	54.5%	\$9,317	138.0%	27.6%
Audit/Accounting	\$500	0.66%	\$4,549	6.4%	1.28%
Sundry	\$160,571	32.1%	\$166,191	33.6%	6.72%
<b>TOTAL</b>	<b>(\$110,916)</b>	<b>3.0%</b>	<b>\$534,021</b>	<b>18.7%</b>	<b>3.7%</b>

Tables 12 and 13 show expenses for Tenant Services over the period FY 2002 – FY 2006. Tenant Services are funds that are used for residents to participate in the PHA's planning and governing process, as well as providing them with the means to communicate policies to other residents. HUD regulations require housing authorities to set-aside \$25.00 per occupied household for Tenant Services. Of that amount \$15.00 goes directly to Resident Associations, if they exist, at our developments. The other \$10.00 is for use by the housing authority to promote resident participation in the governing of the housing authority. We use our share of the funds to pay stipends to the Resident Advisory Board, a body comprised of the presidents of all the resident associations, and to pay the costs of resident newsletters.

In FY 2006, we had resident associations at most of our developments and they requested most of the funds. Funding in FY 2006 exceeded FY 2005 by \$3,216 (6.7%).

Table 12: Tenant Services Expenses (FY2002-FY2006)

Budget Category	FY2006 (Budgeted)	FY2006 (Actual)	FY2005 (Actual)	FY2004 (Actual)	FY2003 (Actual)	FY2002 (Actual)
Tenant Services	\$63,050	<b>\$50,972</b>	\$47,756	\$91,681	\$59,013	\$41,089

Table 13: Tenant Services Expenses (FY2002-FY2006) Rate of Change

Budget Category	Amount +/- FY2005-FY2006	Percent Change FY2005-FY2006	Amount +/- FY2002-FY2006	Percent Change FY2002-FY2006	Annual Rate of Change FY2002-FY2006
Tenant Services	\$3,216	6.73%	\$9,883	24%	4.81%

Tables 14 and 15 reflect expenses incurred over the last five years for Protective Services. This budget category does not accurately reflect the total costs of protective services expenses at the PHA. The Housing Authority uses funds from several sources for protective services. The greatest amount of cost is not reflected in any of our budgets. This is the cost for Providence Police patrolmen assigned to the PHA. The City of Providence pays for their entire shift from city funds. We do pay for an additional few hours each day for additional patrolling, but that amount is allocated from our Capital Fund Program. Protective Services funds include, grant funds received from the R.I. Department of Elderly Affairs, the City of Providence and whatever additional costs that are incurred for security. While the grant amount varies, these funds are used to pay for security guards at our high-rise elderly/disabled developments and for the security monitors that watch the 100+ security cameras in our developments. Any amounts not paid for through the grants are paid by the housing authority from operating funds.

In FY 2006, Protective Service expenses decreased by about 12% (\$34,654) from the previous year. This budget category has been averaging \$217,000 annually.

**Table 14: Protective Service Expenses (FY2002-FY2006)**

Budget Category	FY2006 (Budgeted)	FY2006 (Actual)	FY2005 (Actual)	FY2004 (Actual)	FY2003 (Actual)	FY2002 (Actual)
Salaries/Costs	\$243,648	\$261,503	\$296,157	\$269,421	\$166,435	\$96,233

**Table 15: Protective Services Expenses (FY2002-FY2006) Rate of Change**

Budget Category	Amount +/- FY2005-FY2006	Percent Change FY2005-FY2006	Amount +/- FY2002-FY2006	Percent Change FY2002-FY2006	Annual Rate of Change FY2002-FY2006
Salaries/Costs	(\$34,654)	(12.0%)	\$165,270	171.7%	34.4%

Tables 16 and 17 reflect operating expenses for utilities over the last five years. This budget category has increased the greatest over that period, particularly over the last two years (36%). These substantial increases reflect the rising cost of energy for electric, fuel oil and natural gas. However, the largest increases over the last several years, has been for water and sewer fees.

Due to a regulatory change in FY 2005, increases in utility costs are especially critical to housing authorities. That year, HUD ceased conducting year-end adjustments for housing authorities due to cost overruns for utilities. In previous years, if a housing authority exceeded their budget for this budget category, HUD would adjust the budget amount to make an Authority whole. They no longer do this and as a result, in FY 2005, the PHA paid \$1.6 million in utility cost overruns from our operating reserve.

The PHA has undertaken two steps to address utility issues:

We have engaged the services of Troy & Banks from New York to conduct a utility audit. They will undertake a thorough review of all of our utility billing invoices for the last five years to determine if the utilities providers have been charging the proper rates and charging us according to approved Public Utility Commission regulations and tariffs. One of our major concerns with the Water Supply and Narragansett Bay Sewer Commission is their billing procedures. The Water Supply was back charging for meters that had not been read for years. Since the NBC "piggybacks" its bills according to water consumption, they too would backcharge for previous year's consumption. As a result, we had invoices that should have been billed in previous fiscal years. We believe the utility audit will assist us in dealing with all the utilities.

We have contracted with Ameresco, a national energy performance management company to determine how we can improve energy conservation throughout the PHA. They have produced a voluminous report outlining \$12.0 million in improvements throughout the PHA, which will result in an estimated \$1.2 million in savings per year. The cost of the repairs and the Ameresco fee will be paid from the energy savings.

Table 16: Utility Expenses (FY2002-FY2006)

Budget Category	FY2006 (Budgeted)	FY2006 (Actual)	FY2005 (Actual)	FY2004 (Actual)	FY2003 (Actual)	FY2002 (Actual)
Water	\$514,602	<b>\$895,858</b>	\$765,153	\$542,089	\$426,964	\$434,376
Electric	1,702,796	<b>2,154,565</b>	1,805,544	1,600,622	1,412,853	1,462,051
Gas	1,652,807	<b>1,636,611</b>	1,731,754	1,186,609	1,248,123	1,038,745
Fuel Oil	213,021	<b>243,594</b>	222,762	167,226	180,339	118,298
Sewer Fees/Other	584,275	<b>1,013,810</b>	1,298,946	655,573	649,680	396,342
Other Utilities	0	<b>0</b>	0	0	0	0
Labor	267,911	<b>157,050</b>	204,022	271,801	235,466	196,029
<b>Total</b>	<b>\$4,935,412</b>	<b>\$6,101,489</b>	<b>\$6,028,181</b>	<b>\$4,423,920</b>	<b>\$4,153,425</b>	<b>\$3,645,841</b>

Table 17: Utility Expenses (FY2002-FY2006 Rate of Change)

Budget Category	Amount +/- FY2005-FY2006	Percent Change FY2005-FY2006	Amount +/- FY2002-FY2006	Percent Change FY2002-FY2006	Annual Rate of Change FY2002-FY2006
Water	\$130,705	17.1%	\$461,482	106.2%	21.3%
Electric	\$349,021	19.3%	\$692,514	47.5%	9.5%
Gas	(\$95,143)	(5.5%)	\$597,866	57.6%	11.5%
Fuel Oil	\$20,832	(9.4%)	\$125,296	105.9%	21.2%
Sewer Fees/Other Utilities	(\$285,136)	(22.0%)	\$617,468	155.8%	31.2%
Labor	(\$46,972)	(23.0%)	(\$38,979)	(19.8%)	(4.0%)
<b>Total</b>	<b>\$120,279</b>	<b>1.2%</b>	<b>\$2,494,626</b>	<b>67.4%</b>	<b>13.5%</b>

Tables 18 and 19 indicate Maintenance costs at the Housing Authority over the last five years. This is one major budget category that has decreased from the previous year's budget and what was budgeted for this year. All the savings came from the Labor line item. This reflects staff reductions during the year as well as not quickly filling positions that became vacant.

Two of the three line items (Contract Costs & Trash Removal) had increase from the previous year of less than 10%, while Materials Costs exceeded last year's amount by 14%.

Table 18: Ordinary Maintenance Expense (FY2002-FY2006)

Budget Category	FY2006 (Budgeted)	FY2006 (Actual)	FY2005 (Actual)	FY2004 (Actual)	FY2003 (Actual)	FY2002 (Actual)
Labor	\$3,435,513	<b>\$3,241,134</b>	\$3,512,333	\$3,550,486	\$3,362,680	\$3,140,306
Materials	625,426	<b>676,098</b>	592,601	761,931	648,931	707,145
Contract Costs	280,889	<b>371,773</b>	343,569	746,992	599,034	300,014
Trash Removal	199,430	<b>203,107</b>	194,423	186,542	177,939	178,238
<b>Total</b>	<b>\$4,541,258</b>	<b>\$4,492,113</b>	<b>\$4,642,926</b>	<b>\$5,245,951</b>	<b>\$4,788,584</b>	<b>\$4,325,703</b>

**Table 19: Ordinary Maintenance Expenses (FY2002-FY2006) Rate of Change**

Budget Category	Amount +/- FY2005-FY2006	Percent Change FY2005-FY2006	Amount +/- FY2002-FY2006	Percent Change FY2002-FY2006	Annual Rate of Change FY2002-FY2006
Labor	(\$271,199)	(7.7%)	\$100,828	3.2%	0.64%
Materials	\$83,497	15.0%	(\$31,047)	(4.4%)	(0.88%)
Contract Costs	\$28,204	8.2%	\$71,759	23.9%	4.8%
Trash Removal	\$8,684	4.5%	\$24,869	14.0%	2.8%
<b>Total</b>	<b>(\$150,813)</b>	<b>3.2%</b>	<b>\$166,410</b>	<b>3.8%</b>	<b>&lt;1.0%</b>

Tables 20 and 21 indicate the breakdown in costs under the major category General Expenses from the period FY 2002 to FY 2006. Overall, General Expenses decreased 7.7% from the previous year. Three of the six line items decreased from the previous fiscal year (Insurance, Employee Benefits and Terminal Leave Payments), while two increased and one (Bond Debt) has been added to this budget category for the first time. In previous years it wasn't reflected in our budget and handled separately. The good news this year is that we were able to stabilize health care costs by switching providers and instituting co-payments for all employees.

**Table 20: General Expenses (FY2002-FY2006)**

Budget Category	FY2006 (Budgeted)	FY2006 (Actual)	FY2005 (Actual)	FY2004 (Actual)	FY2003 (Actual)	FY2002 (Actual)
Insurance	\$759,903	<b>\$780,274</b>	\$938,529	\$742,015	\$705,284	\$523,244
P.I.L.O.T.	94,410	<b>19,818</b>	17,489	79,323	75,102	69,316
TML(compensated Abs)	85,000	<b>(217,730)</b>	95,685	(32,291)	88,827	823
Employer Benefits	2,665,864	<b>2,532,317</b>	2,654,349	2,217,658	2,029,294	1,903,072
Bond Debt/Amortization	0	<b>259,207</b>	0	0	0	0
Collection Losses	188,665	<b>223,926</b>	192,218	171,950	134,659	152,127
<b>Total</b>	<b>\$3,793,842</b>	<b>\$3,597,811</b>	<b>\$3,898,270</b>	<b>\$3,178,655</b>	<b>\$3,033,166</b>	<b>\$2,648,582</b>

**Table 21: General Expenses (FY2002-FY2006) Rate of Change**

Budget Category	Amount +/- FY2005-FY2006	Percent Change FY2005-FY2006	Amount +/- FY2002-FY2006	Percent Change FY2002-FY2006	Annual Rate of Change FY2002-FY2006
Insurance	(\$158,255)	(16.7%)	\$257,030	49%	9.8%
P.I.L.O.T.	\$2,329	13.3%	(\$49,498)	(71.0%)	(14.3%)
TLP/Encumbrances	(\$313,415)	(327.6%)	(\$218,553)	0%	0.00%
Employee Benefits	(\$122,032)	(4.6%)	\$629,245	33%	6.6%
Bond Debt/Amortization	\$259,207	0.00%	\$259,207	0%	0.00%
Collections	\$31,708	16.5%	\$71,799	75.60%	15.1%
<b>Total</b>	<b>(\$300,459)</b>	<b>(7.7%)</b>	<b>\$949,229</b>	<b>36.0%</b>	<b>7.0%</b>

Table 21 reflects our operating reserve position. While our reserve increased by \$1.2 million over the previous period, it is only at 30% of our maximum operating reserve and at 14.7% of our operating costs. Tenant Account receivables are also greater than we desire at \$163,154 or 2.3% of budgeted rental income.



Table 21: Reserve Levels / Resident Accounts Receivable

Budget Category	FY2006 (Budgeted)	FY2006 (Actual)	FY2005 (Actual)	FY2004 (Actual)	FY2003 (Actual)	FY2002 (Actual)
Operating Reserve	\$1,813,970	\$2,642,325	\$1,657,556	\$3,001,992	\$3,210,886	\$4,322,300
Max. Operating Reserve	\$8,190,644	\$8,947,712	\$9,342,985	\$8,191,119	\$7,625,046	6,807,989
Pct of Allowable Reserve	22%	30%	18%	37%	42%	63%
Accounts Receivable	\$207,254	\$163,154	\$207,254	\$135,307	\$79,013	55,227

# Security Operations

## OVERVIEW



*Public Housing Unit (PHU) vehicles parked in the PHA lot at Hartford Park*

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 security force form the Police & Security Services Unit which fulfills 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.

A unique feature of the PHA Police and Security operations is that the security personnel are in direct radio communication with sworn law enforcement officers. This provides for immediate assistance or advice for the security personnel from sworn officers. In many instances this coordination between the security personnel and the city police has resulted in the identification and apprehension of criminal suspects.

Another unique feature is that all of the departments of the PHA contribute to security and security operations. For instance the Management Information Systems and Facilities Management Departments

provide technical support to the security department. Facilities Management also contributes to security and crime prevention by keeping the developments clean and by the removal of graffiti both of which, if unaddressed, promote criminal activity. Housing Management and Leased Housing provides support through following up on security related information and when required taking action on the person causing the problem. Both departments coordinate with Security for criminal background checks in an effort to keep applicants with extensive criminal records from moving into the PHA developments. Housing Management and Leased Housing also aggressively conduct Fraud Investigations. Resident Services, through their youth programs, provide a safe place for resident youth to congregate and of course the assistance that the staff provides in the high-rises does in fact assist in the reduction of crime in those particular buildings. Security, as practiced in the PHA, is truly a joint and cooperative effort involving all departments

## SECURITY TABLE OF ORGANIZATION

The Police & Security Services Unit is comprised of the following Providence Police and Providence Housing Authority personnel:

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

### **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.

In FY 2006, there were eight patrol officers assigned by the police department to the PHU. 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. At the time, the PHU had an increase in the authorized complement of officers assigned to the unit to a total of eight officers. Under the redeployment plan the officers are under the immediate command of four 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 hours" per-week. "PHA extended coverage hours" allow for an overall extension of police coverage in the PHA and other housing developments.

### **The Police Reserves**

In addition to the police officers assigned to the PHU, nine 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 30 hours on average per month. The police department has been considering expanding the membership of the police reserves to compensate for those officers lost over the past few years.

### **PHA High-Rise Security Officers**

The PHA established a security force in 1991. The PHA security force currently consists of 13 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 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 425 hours per week on average.

The security officers are in direct radio communication with the PHA security monitor & dispatcher. The security officers receive their calls from this monitor 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.

### **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. Since initial installation the system has been expanded and upgraded to include some of the family developments. The security monitors/dispatchers' primary duties are monitoring the security system and cameras and dispatching the PHU officers to police

service calls 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. The PHA has plans to continue extending the security cameras to include more of the family developments.

As secondary tasks, the security monitors have been trained to conduct the criminal background checks on public housing applicants, operate the police department computer and are cross-trained in some of the Security Operations Manager's administrative duties. In addition the Monitors are responsible for the production and distribution of new and replacement access cards.

In January 2005 all of the security monitors became unionized (Labor's Union) and as a result assumed the additional responsibility for filling in at the Facilities Management dispatch office in the absence of their department's dispatcher. Facilities management Dispatchers are also cross-trained as security monitors.

#### **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. 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 monthly 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.

On Wednesdays of each week the SOM fingerprints those resident applicants that require a more in depth criminal background check. Those fingerprints are sent to the FBI for a complete background check that covers all 50 states.

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. In FY 2006 four training sessions were provided to PHA security staff as well as to officers from several private security companies.

#### **Fraud Investigator**

In FY 2000 a Fraud Investigator was hired to address management's complaints on tenants or Section eight landlords, assist in BCI checks and head an investigative team for complaints involving PHA employees. This position was vacated in FY 2006 and has not been filled at this time.

#### **Resident Crime Watches**

Over the 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, two of the high-rises, Dominica Manor and Parenti Villa, have active crime watches. The primary reasons for the lack 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. Dexter Manor did have a Crime Watch however it was disbanded due to dissension within the group. The PHA does plan to expand on the resident crime watches in developments that express interest in such a program.

### **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 incidents 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 and security 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 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. The two final reports track monthly and year to date Criminal Background Checks and Access cards produced.

#### **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 Summary Report**

A Calendar Year Summary 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 Summary 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 security dispatcher.

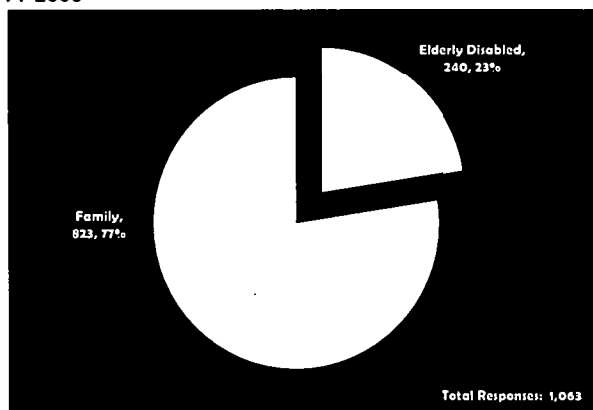
Residents are instructed to call both the Providence Police and the Public Housing Unit in order to ensure a more timely response to the call.

Table 1. Total Police Responses FY 2006

Development	July 2005	August 2005	September 2005	October 2005	November 2005	December 2005	January 2006	February 2006	March 2006	April 2006	May 2006	June 2006	Total	Percent
Chad/Ad/Sun	14	12	9	13	20	14	14	16	18	21	16	23	190	18%
Hartford Park	33	25	38	26	34	21	20	20	37	37	31	22	344	32%
Manton Heights	24	14	17	18	15	6	8	10	20	28	15	12	187	17.5%
Roger Williams	1	1	1	1	2	1	1	1	2	4	0	1	16	1.5%
Codding Court	1	4	6	3	4	3	5	7	10	7	8	3	61	6%
Scattered Sites	2	7	0	2	0	2	4	1	1	1	4	1	25	2.5%
<b>Subtotal</b>	<b>75</b>	<b>63</b>	<b>71</b>	<b>63</b>	<b>75</b>	<b>47</b>	<b>52</b>	<b>55</b>	<b>88</b>	<b>98</b>	<b>74</b>	<b>62</b>	<b>823</b>	<b>77.5%</b>
Dexter Manor I/II	10	9	11	5	2	4	4	8	7	19	7	2	88	8.5%
Parenti Villa	6	6	8	2	2	8	6	5	6	8	5	8	70	6.5%
Kilmartin Plaza	1	4	6	4	2	1	3	8	7	8	6	5	55	5%
Dominica Manor	0	1	2	1	0	0	0	1	1	3	1	0	10	1%
Carroll Tower	2	2	1	0	0	1	4	3	1	3	0	0	17	1.5%
<b>Subtotal</b>	<b>19</b>	<b>22</b>	<b>28</b>	<b>12</b>	<b>6</b>	<b>14</b>	<b>17</b>	<b>25</b>	<b>22</b>	<b>41</b>	<b>19</b>	<b>15</b>	<b>240</b>	<b>22.5%</b>
<b>Overall Total</b>	<b>94</b>	<b>85</b>	<b>99</b>	<b>75</b>	<b>81</b>	<b>61</b>	<b>69</b>	<b>80</b>	<b>110</b>	<b>139</b>	<b>93</b>	<b>77</b>	<b>1063</b>	<b>100%</b>

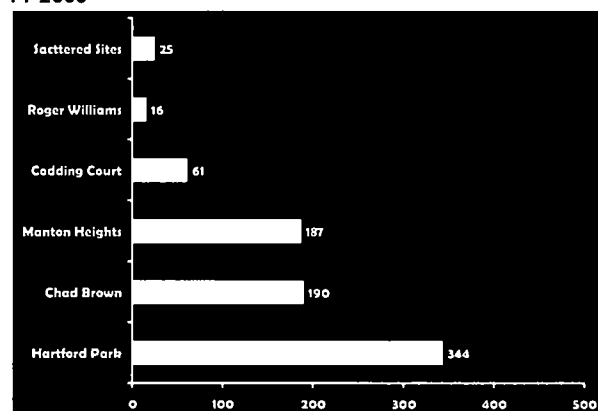
In FY 2006 there were 1,063 police responses for all PHA developments. This represents a 21% decrease in police responses from FY 2005. Family developments accounted for 823 (77.5%) of the police responses in FY 2006 and elderly/disabled developments accounted for 240 (22.5%) of the police responses. The family developments experienced a decrease of 20.5% in police responses since last year, while elderly/disabled developments experienced an increase of 23% since FY 2005.

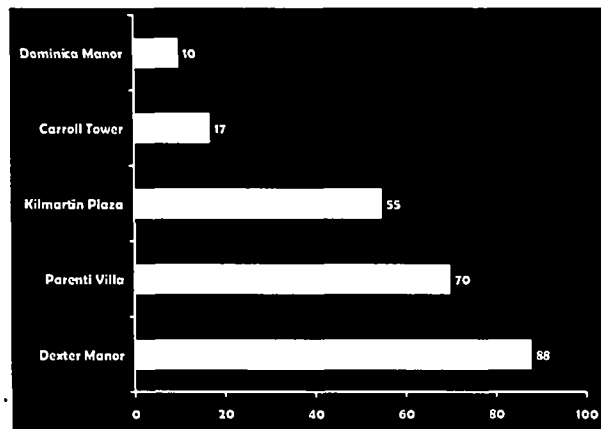
Figure 1. Total Police Responses by Development Type FY 2006



Hartford Park had the largest portion of police responses for the family developments accounting for 42% (344) of the total police responses at the family developments. Chad Brown had 23% (190), Manton Heights had 23% (187), Codding Court had 7% (61), Scattered Sites had 3% (25) and Roger Williams had 2% (16) of the total police responses at family developments.

Figure 2. Total Police Responses at Family Developments FY 2006



**Figure 3. Total Police Responses at Elderly/Disabled Developments**

Dexter Manor accounted for 37% (88), the largest number of police responses for the elderly/disabled developments. Parenti Villa accounted for 29% (70), Kilmartin Plaza accounted for 23% (55), Carroll Tower accounted for 7% (17) and Dominica Manor accounted for 4% (10) of the 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 increased by 23.5% since FY 2005. Although there were no arrests made for murder or rape by the PHU, there were eight arrests for robbery, four for aggravated assault, one for B&E, one for felony larceny and three for motor vehicle theft.

**Table 2. Part I Arrests FY 2006**

Development	July 2005	August 2005	September 2005	October 2005	November 2005	December 2005	January 2006	February 2006	March 2006	April 2006	May 2006	June 2006	Total	Percent
Hartford Park	0	0	0	0	1	0	0	0	0	2	0	0	3	18%
Manton Heights	0	0	0	2	0	0	3	0	0	0	1	0	6	35%
Chad/Ad/Sun	0	0	0	0	0	0	0	1	0	0	0	0	1	6%
Roger Williams	0	0	0	0	0	0	0	0	0	0	0	0	0	0%
Codding Court	0	0	0	0	0	0	0	0	0	0	0	0	0	0%
Scattered Sites	0	0	0	0	0	0	0	0	0	0	0	0	0	0%
<b>Subtotal</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>1</b>	<b>0</b>	<b>3</b>	<b>1</b>	<b>0</b>	<b>2</b>	<b>1</b>	<b>0</b>	<b>10</b>	<b>59%</b>
Dexter Manor I/II	0	2	0	0	0	0	0	1	0	0	0	2	5	29%
Parenti Villa	0	0	0	0	0	0	0	0	2	0	0	0	2	12%
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%
<b>Subtotal</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>7</b>	<b>41%</b>
<b>Overall Total</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>2</b>	<b>1</b>	<b>0</b>	<b>3</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>1</b>	<b>2</b>	<b>17</b>	<b>100%</b>

There were 10 Part I arrests in the Family developments in FY 2006. Of the total 10 arrests at family developments, Manton Heights reported six (60%), Hartford Park reported three (30%) and Chad Brown reported one (10%). There were 7 Part I arrests recorded by the PHU in the elderly/disabled high-rises. Of the 7 arrests at the high-rises five (71.5%) occurred at Dexter Manor and two (28.5%) occurred at Parenti Villa.

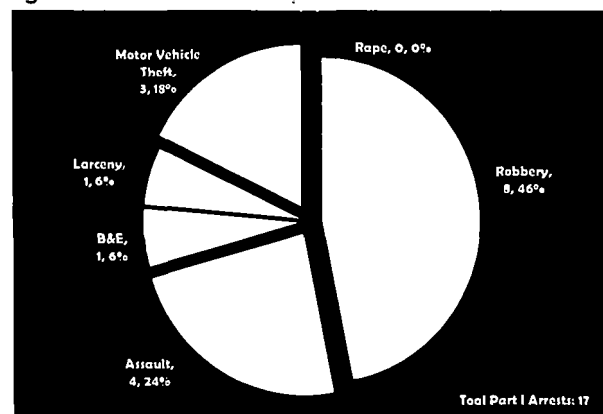
**Figure 4. Part I Arrests FY 2006**

Figure 5. Part I Arrests by Development Type FY 2006

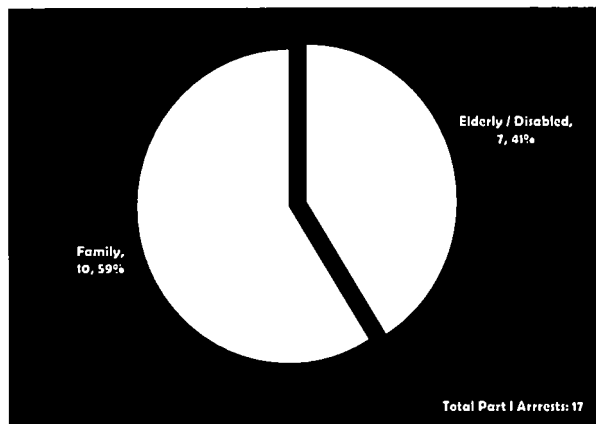


Figure 6. Part I Arrests at Family Developments versus Incidents FY 2006

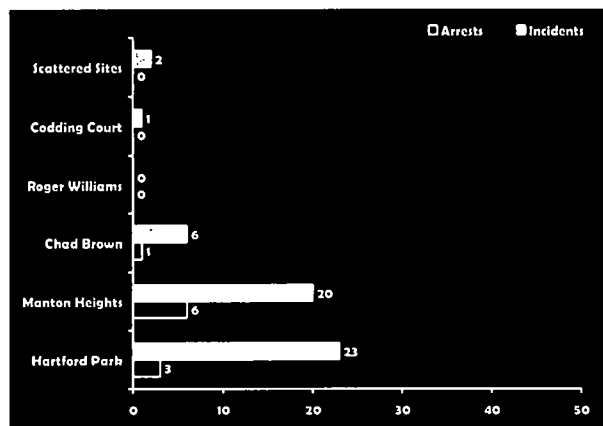
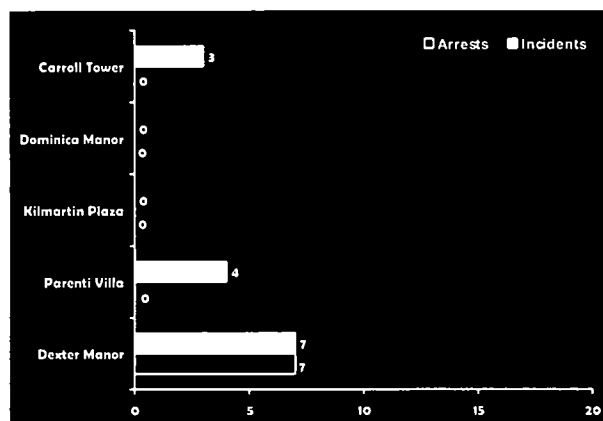


Figure 7. Part I Arrests at Elderly / Disabled Developments versus Incidents FY 2006



## 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 38% from FY 2005. Most of the crimes in this category also decreased. Simple assault (15) decreased 17.6% compared to FY 2005. Malicious mischief (3) decreased 60%, weapons violations (2) decreased 50%, disorderly conduct remained the same and other offenses, mostly consisting of warrant arrests and no drivers' license violations, decreased 55.8%. Narcotics violations decreased 36%. The decrease in arrests for the Part II offenses is probably due to the full staffing of the PHU resulting in more police visibility for this fiscal year period with eight patrol officers. District patrol restrictions, however, prevents the PHU officers from responding to calls or patrolling PHA addresses that are out of their assigned districts even when the team assigned to that district are on days off. This has certainly had an impact on both arrests and responses.

Figure 8. Part II Arrests FY 2006

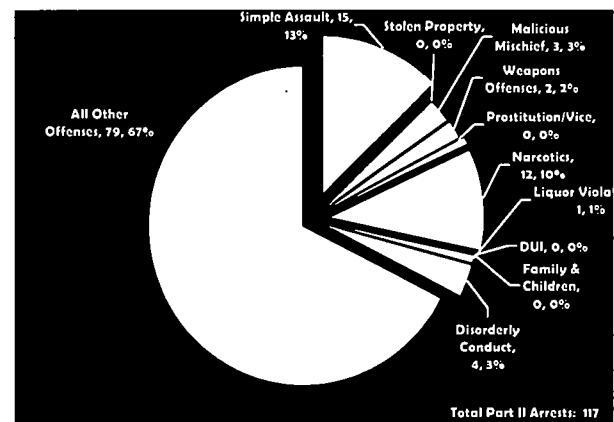
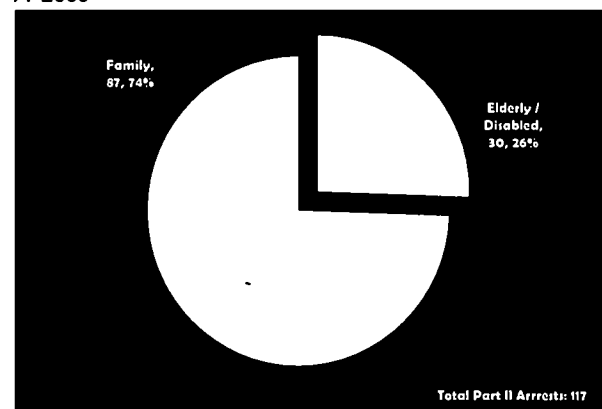
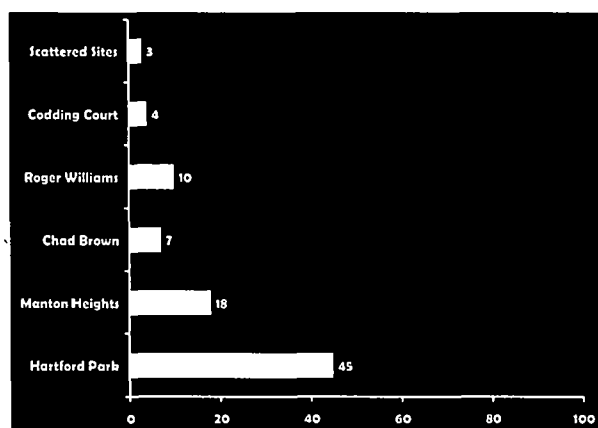
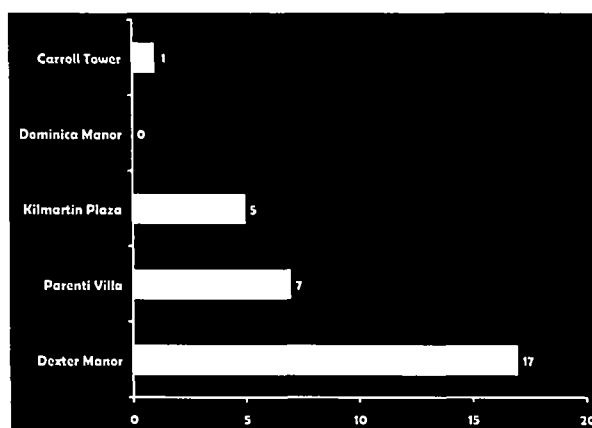


Figure 9. Part II Arrests by Development Type FY 2006



**Figure 10. Part II Arrests at Family Developments  
FY 2006****Figure 11. Part II Arrests at Elderly / Disabled  
Developments FY 2006****Table 3. Part II Arrests FY 2006**

Development	July 2005	August 2005	September 2005	October 2005	November 2005	December 2005	January 2006	February 2006	March 2006	April 2006	May 2006	June 2006	Total	Percent
Hartford Park	2	1	8	15	6	1	1	1	1	7	1	1	45	38.5%
Manton Heights	3	0	2	0	1	0	0	3	0	5	3	1	18	15.5%
Chad/Ad/Sun	0	0	0	0	0	0	1	0	3	2	1	0	7	6%
Roger Williams	0	0	0	0	0	0	8	0	2	0	0	0	10	8.5%
Coddington Court	0	0	2	0	2	0	0	0	0	0	0	0	4	3.5%
Scattered Sites	5	0	0	0	0	0	2	1	0	0	0	0	3	2.5%
<b>Subtotal</b>	<b>8</b>	<b>1</b>	<b>12</b>	<b>15</b>	<b>9</b>	<b>1</b>	<b>12</b>	<b>5</b>	<b>6</b>	<b>14</b>	<b>5</b>	<b>2</b>	<b>87</b>	<b>74.5%</b>
Dexter Manor I/II	0	2	0	3	0	0	2	0	5	2	0	0	17	14.5%
Parenti Villa	0	1	0	0	2	0	0	1	0	1	2	0	7	6%
Kilmartin Plaza	0	0	0	2	0	0	0	1	0	0	0	2	5	4%
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	1	0	0	1	1%
<b>Subtotal</b>	<b>3</b>	<b>3</b>	<b>0</b>	<b>5</b>	<b>2</b>	<b>1</b>	<b>2</b>	<b>2</b>	<b>5</b>	<b>4</b>	<b>2</b>	<b>2</b>	<b>30</b>	<b>25.5%</b>
<b>Overall Total</b>	<b>8</b>	<b>4</b>	<b>12</b>	<b>20</b>	<b>11</b>	<b>1</b>	<b>14</b>	<b>7</b>	<b>11</b>	<b>18</b>	<b>7</b>	<b>4</b>	<b>117</b>	<b>100%</b>

In FY 2006 the number of Part II arrests in the Family Developments decreased 50.8% from FY 2005. There were a total of 87 Part II arrests at the family developments that accounted for 75.5% of the total Part II arrests in FY 2006. Hartford and Manton Heights had the highest number of Part II arrests for FY 2006 with 45 (52%) and 18 (20.5%) respectively. Roger Williams had 10 (11.5%) Part II arrests, Chad Brown had 7 (8%) arrests and Coddington Court had 4 (4.5%) arrests. There were 3 (3.5%) Part II Arrests recorded at Scattered Sites.

In FY 2006 the number of Part II arrests increased in Elderly/Disabled Developments by 60% from FY

2005. There were a total of 30 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 17 (56.5%) arrests. Parenti Villa had 7 (23.5%) arrests. Kilmartin Plaza had 5 (16.5%) arrests and Carroll Tower had 1 (3.5%) arrests. Dominica Manor recorded no arrests for FY-2006. Warrant arrests and simple assault arrests were the most common offenses.

## NARCOTICS ARRESTS

From FY 2005 to FY 2006, there was a decrease of drug related incidences in the family developments. This resulted in an overall 65.7% decrease of narcotics arrests for the fiscal year. Hartford Park recorded 3 arrests resulting in a 72.7% decrease, Chad Brown recorded no arrests after recording 11 the previous FY, Manton recorded 1 arrest after recording none the previous FY, Roger Williams recorded 2 arrests

resulting in a 80% decrease from the 10 arrests in this development in FY 2005. Coddington Court recorded two narcotics arrests the same as last year and Scattered Sites recorded 1 narcotic arrest with none recorded for FY 2005. The high-rises recorded only 3 arrests for narcotics this year. Two occurred in Dexter Manor and one occurred at Kilmartin Plaza. Only one arrest was recorded for FY 2005.

Table 4. Narcotics Arrests FY 2006

Development	July 2005	August 2005	September 2005	October 2005	November 2005	December 2005	January 2006	February 2006	March 2006	April 2006	May 2006	June 2006	Total	Percent
Chad/Ad/Sun	0	0	0	0	0	0	0	0	0	0	0	0	0	0%
Hartford Park	0	0	1	0	2	0	0	0	0	0	0	0	3	25%
Manton Heights	0	0	0	0	0	0	0	0	0	1	0	0	1	8.5%
Roger Williams	0	0	0	0	0	0	1	0	1	0	0	0	2	16.5%
Coddington Court	0	0	0	0	2	0	0	0	0	0	0	0	2	16.5%
Scattered Sites	0	0	0	0	0	0	1	0	0	0	0	0	1	8.5%
<b>Subtotal</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>4</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>9</b>	<b>75%</b>
Dexter Manor I/II	1	0	0	0	0	0	0	0	0	1	0	0	2	16.5%
Parenti Villa	0	0	0	0	0	0	0	0	0	0	0	0	0	8.5%
Kilmartin Plaza	0	0	0	1	0	0	0	0	0	0	0	0	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%
<b>Subtotal</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>25%</b>
<b>Overall Total</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>4</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>1</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>12</b>	<b>100%</b>

Figure 12. Narcotics by Development Type FY 2006

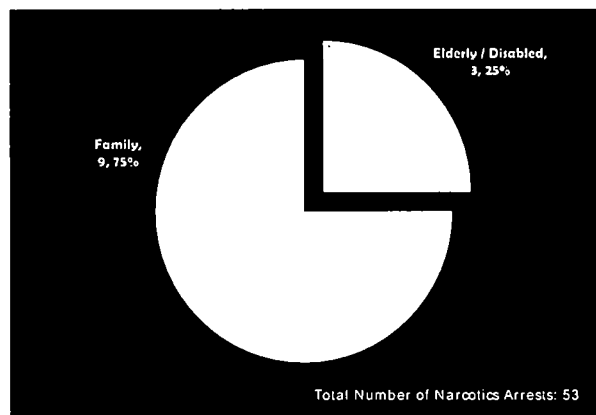
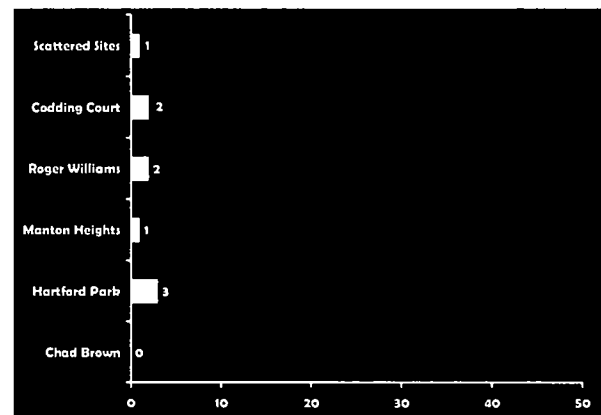
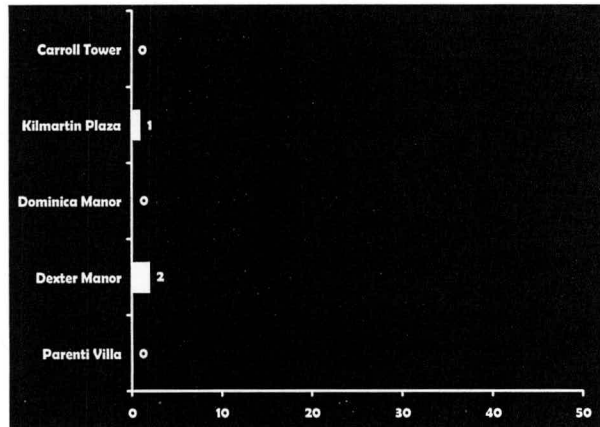


Figure 13. Narcotics at Family Developments FY 2006



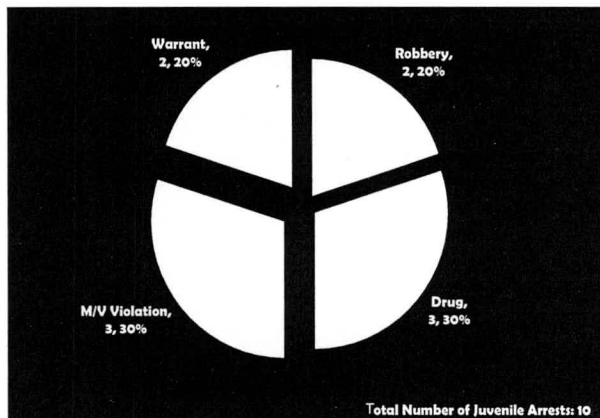


**Figure 14. Narcotics at Elderly / Disabled Developments FY 2006**

## 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 17 Part I arrests for FY 2006, two of the offenses were committed by juveniles, which is 11.7% of the total Part I arrests for this year. Juveniles accounted for 8 Part II Offenses, which is 6.8% of the Part II total.

Nine juveniles were arrested for 10 criminal offenses in FY 2006. 33.3% percent or 3 of the juvenile arrestees were non-residents, while 66.6% or 6 of the arrestees were residents. The most serious offenses that juveniles committed was Robbery (2).

**Figure 15. Juvenile Arrests by Type of Offense FY 2006**

There were 3 juveniles arrested for narcotics offenses in FY 2006. Of the Part II type offenses Motor vehicle offenses (3), and Warrant arrests (2) resulted in

the remaining arrests. Of the 9 juveniles apprehended 8 (88.9%) were male while one (11.1%) were female.

A time study was completed for the juvenile arrest activity. All of the juveniles were taken in between the hours of 1309 hrs and 2230 hrs, the normal times that PHU officers are on duty.

Juvenile arrest activity decreased 66.6% from the FY-2005 total of 30 Juveniles apprehended. This is the second year that juvenile arrest activity has decreased. The primary reason for this decrease is probably due to the increased staffing of the PHU for this time period which resulted in increased police visibility. Additionally the PHA youth programs that encourage resident youth to not participate in criminal activity and offer a place to congregate safely also contributes to the decrease in juvenile criminal activity. Management staff has also assisted by meeting with the parents of juveniles identified as causing problems in the developments and reinforcing the fact that they, the parents, are responsible for their children's actions.

## COMMUNITY RELATIONS

Over a period spanning three decades, the officers assigned to the PHU have established a trusting relationship with the residents of the public housing developments. The officers are quick to address the law enforcement concerns of the residents; however, it is not uncommon for the officers to be asked for their advice by residents for non-law enforcement related problems or concerns. This trusting relationship extends from the youngest residents of public housing to the oldest.



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

For FY 2006 the PHU continued with the annual hot-dog roasts in Chad Brown, Hartford Park, Manton Heights, Coddington Court and Roger Williams. A total

of 2,700 hot-dogs were prepared and served by the officers at these events. These hot-dog roasts allow the officers to interact in a relaxed setting with the residents of the developments, with emphasis on the resident youth. The PHU also sponsored a hot-dog roast in Lockwood Plaza where an additional 500 hot-dogs were prepared and served.

Continual contact and interaction with resident youth is conducted on a daily basis. It is not uncommon for the officers to stop and "chat" with the resident youth and this goes a long way in maintaining the trusting relationship between the "cops and the kids". These informal "chats", unlike the formalized meetings with a group of youths, impress on the youths that the officers stop and talk to them because they want to not because they have to. This may also be a contributing factor for the past two Fiscal Year reductions in juvenile arrests.

The PHU is Community Policing orientated and knows well that a good relationship between the community and the police can impact on the amount of criminal activity that takes place in a community. The PHU has proven that by addressing the law enforcement concerns of a community, interacting with the residents, especially the youth, and placing trust in each other can show positive results. In fact, one of the current PHU officers grew up in public housing and has distinguished himself as a police officer. Additionally, several security staff, some of whom hold key positions in security, were, or are still residents of public housing.

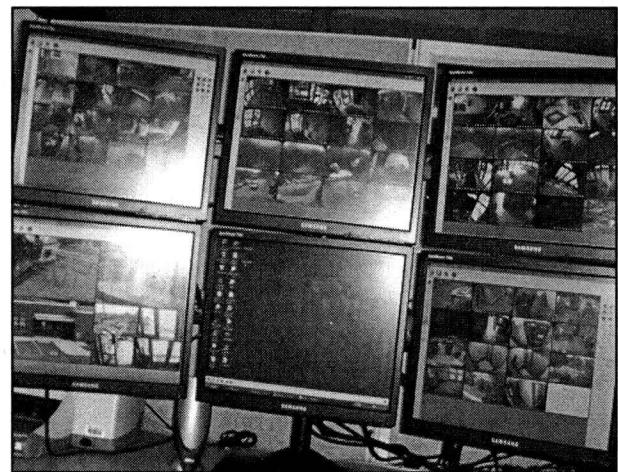
## SECURITY WORK ORDER AND DISPERSAL REPORT

### 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 1,680 security work orders for FY 2006, an increase of 18.7% from the FY 2005 total of 1,366. 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 172 Code #1 work orders in the family developments and 329 in the elderly/disabled developments for a total of 501 Code #1 work orders. There were 31 Code #2 work orders for the family developments and 50 for the elderly disabled developments for a total of 81 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 571 Code #3 work orders in the family developments for FY 2006 and 257 in the elderly/disabled developments for a total of 828 Code #3 work orders. Code #4 work orders are recorded when a civil situation occurs such as a resident complaint or disturbance. There were 16 Code #4 work orders in the family developments and 254 at the elderly/disabled developments for a total of 270.



*Security monitors for all the PHA developments- twenty-four hour surveillance*

Table 5. Total Security Work Orders FY 2006

Development	Code #1 (Fire/Rescue)	Code #2 (Building)	Code #3 (Criminal)	Code #4 (Civil)	Total Security Work Orders	Percent
Chad Brown	34	3	157	0	194	11.5%
Roger Williams	1	0	13	0	14	1%
Codding Court	17	1	58	0	76	4.5%
Hartford Park	88	22	208	16	334	20%
Manton Heights	29	5	105	0	139	8%
Scattered Sites	3	0	30	0	33	2%
<b>Subtotal</b>	<b>172</b>	<b>31</b>	<b>571</b>	<b>16</b>	<b>790</b>	<b>47%</b>
Dexter Manor I&II	127	30	100	139	396	23.5%
Dominica Manor	49	2	16	14	81	5%
Carroll Tower	69	10	35	37	151	9%
Kilmartin Plaza	19	0	46	26	91	5.5%
Parenti Villa	65	8	60	38	171	10%
<b>Subtotal</b>	<b>329</b>	<b>50</b>	<b>257</b>	<b>254</b>	<b>890</b>	<b>53%</b>
<b>Total</b>	<b>501</b>	<b>81</b>	<b>828</b>	<b>270</b>	<b>1680</b>	<b>100%</b>

In a breakdown of all the developments, the family developments accounted for a total of 790 security work orders. Of this total, Hartford Park had 42.5%, Chad Brown had 24.5%, Manton Heights had 17.5%, Codding Court had 9.5% percent and Scattered Sites had 4%. In addition Roger Williams had 2.0%. Hartford Park had the most criminal work orders (Code #3) with 208 (36.5%) of the total at family developments and 51% of the total family fire/rescue work orders (Code #1).

Of the 890 security work orders at the elderly/disabled developments, 44.5% were from Dexter Manor. Parenti Villa had 19.25% of the total, Carroll Tower had 17%, Kilmartin Plaza had 10.25% and Dominica Manor had 9% of the total elderly/disabled work orders. Elderly/Disabled developments had 65.5% 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 828 criminal work orders in FY 2006. Of the 828 work orders, 69% were from the family developments and 31% originated were from the elderly/disabled developments. Forty nine point five percent of the total security work orders were from Code #3 work orders, while 72.5% of the total number of security work orders generated from family development were criminal work orders. Twenty nine percent of the elderly/disabled security work orders came from Code #3 work orders.

Figure 16. Code #3 Work Orders by Development Type FY 2006

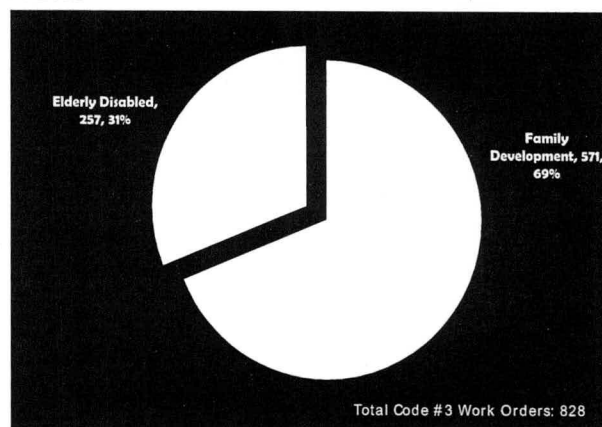


Figure 17. Code #3 Work Orders at Family Developments FY 2006

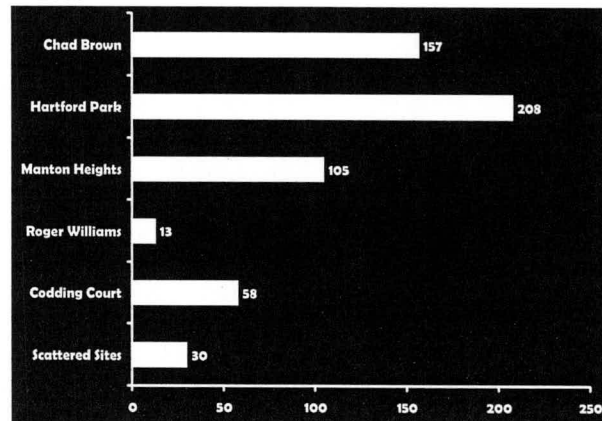
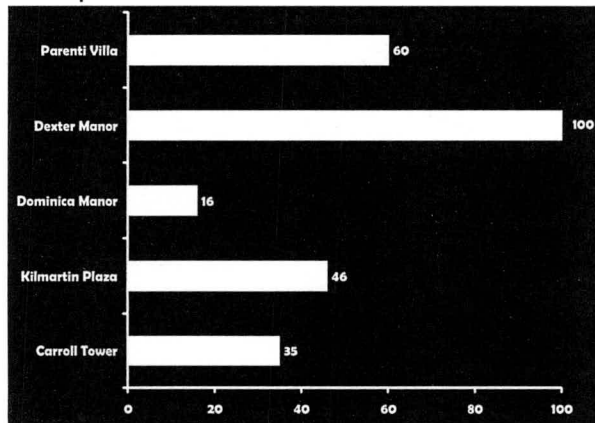


Figure 18. Code #3 Work Orders at Elderly / Disabled Developments FY 2006



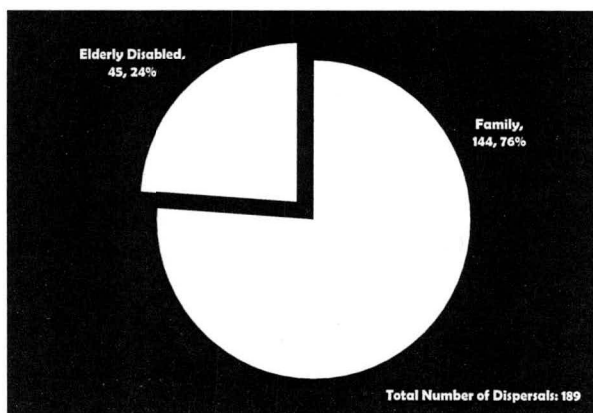
### Dispersals

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 2006 there were a total of 189 dispersals in the PHA development resulting in a decrease of 49.8% over the 377 total for FY 2005.

Table 6. Dispersals FY 2006

Development	July 2005	August 2005	September 2005	October 2005	November 2005	December 2005	January 2006	February 2006	March 2006	April 2006	May 2006	June 2006	Total	Percent
Hartford Park	4	4	6	3	7	2	3	0	3	4	6	0	42	22%
Manton Heights	5	3	2	1	0	1	1	0	2	4	1	3	23	12%
Chad/Ad/Sun	14	9	9	1	1	0	2	1	4	2	1	1	45	24%
Roger Williams	0	0	0	0	6	0	2	0	2	1	2	1	14	7%
Codding Court	0	1	2	0	0	0	4	0	3	0	1	0	11	6%
Scattered Sites	1	0	0	0	3	1	1	0	0	1	2	0	9	5%
<b>Subtotal</b>	<b>24</b>	<b>17</b>	<b>19</b>	<b>5</b>	<b>17</b>	<b>4</b>	<b>13</b>	<b>1</b>	<b>14</b>	<b>12</b>	<b>13</b>	<b>5</b>	<b>144</b>	<b>76%</b>
Dexter Manor I/II	2	4	5	1	0	1	1	1	1	2	1	0	19	10%
Parenti Villa	0	3	2	0	0	0	0	0	0	1	1	1	8	4.25%
Kilmartin Plaza	1	0	0	1	0	0	0	0	1	0	5	2	10	5.5%
Dominica Manor	0	0	0	0	0	0	0	1	0	1	0	0	2	1%
Carroll Tower	0	1	1	0	0	0	1	0	1	2	0	0	6	3.25%
<b>Subtotal</b>	<b>3</b>	<b>8</b>	<b>8</b>	<b>2</b>	<b>0</b>	<b>1</b>	<b>2</b>	<b>2</b>	<b>3</b>	<b>6</b>	<b>7</b>	<b>3</b>	<b>45</b>	<b>24%</b>
<b>Overall Total</b>	<b>27</b>	<b>25</b>	<b>27</b>	<b>7</b>	<b>17</b>	<b>5</b>	<b>15</b>	<b>3</b>	<b>17</b>	<b>18</b>	<b>20</b>	<b>8</b>	<b>189</b>	<b>100%</b>

Figure 19. Dispersals by Development Type FY 2006

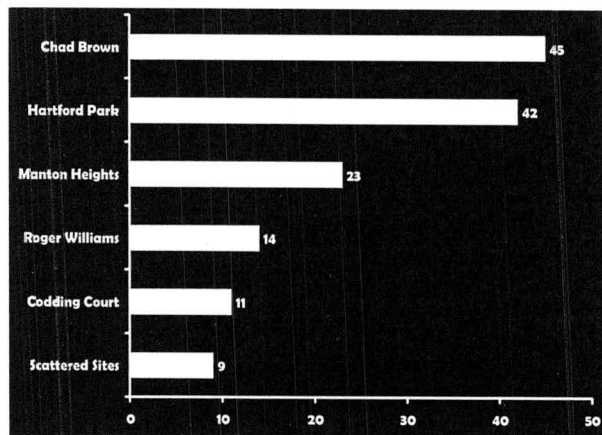


The most number of dispersals took place in June and August (27) than of any months in FY 2006, while February (3) had the fewest number of dispersals for the fiscal year.

Of 189 dispersals, 144 (76%) took place in the family developments. Chad Brown had 45 (31.25%) of the total number of dispersals, followed by Hartford, which accounted for 42 (29%), Manton Heights, which accounted for 23 (16%), Roger Williams, which accounted for 14 (10%) and Codding Court, which accounted for 11 (7.5%). Scattered Sites recorded 9 (6.25%) dispersals.

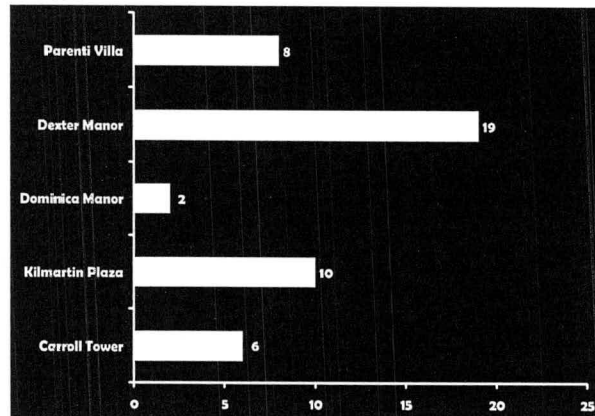


Figure 20. Dispersals at Family Developments FY 2006



The elderly/disabled developments accounted for 45 (24%) of the total number of dispersals. Dexter Manor had 19 (42%), Kilmartin had 10 (22%), Parenti Villa had 8 (18%), Carroll Tower had 6 (13.5%) and Dominica Manor recorded 2 (4.5%).

Figure 21. Dispersals at Elderly/Disabled Developments FY 2006



## Summary of Crime/Security Data FY 1997 – FY 2006

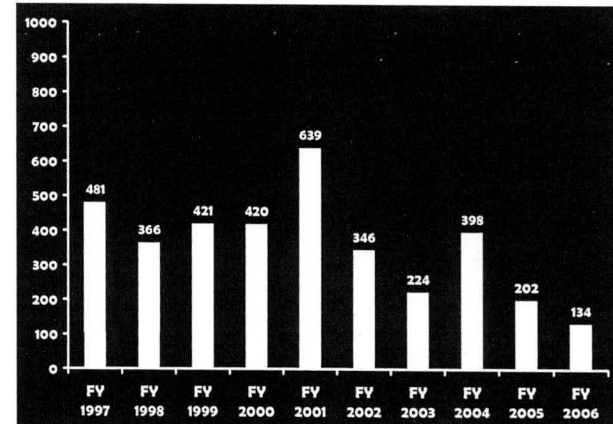
Table 7. Public Housing Unit Arrest and Activity Report  
FY 1997 – FY 2006

Year	Arrests	Radio Calls	Dispersals	Narcotic Arrests
FY 1997	481	1,070	321	125
FY 1998	366	1,872	557	90
FY 1999	421	1,304	345	81
FY 2000	420	1,430	303	91
FY 2001	639	1,699	425	70
FY 2002	346	1,584	251	53
FY 2003	224	1,373	346	17
FY 2004	398	1,649	565	47
FY 2005	202	1,347	377	35
FY 2006	134	1,063	189	12
<b>Totals</b>	<b>3,631</b>	<b>14,391</b>	<b>3,679</b>	<b>621</b>

### Analysis of Arrests FY 1997 – FY 2006

Over the 10-year period, the PHU made 3,631 arrests. Arrests over the 10-year period remained stable, except for FY 2001 when there was a substantial increase in the number of arrests. FY 2006 had a decrease in the arrest total compared to FY 2005, this primarily due to the full 8 officer staffing of the PHU for this period resulting in an increase in visibility. The 10-year average for arrests was 363 with six years greater than the average and four years less than the average. The high year was FY 2002 with 639 and the low year was FY 2006 with 134 arrests.

Figure 22. Arrests FY 1997 – FY 2006



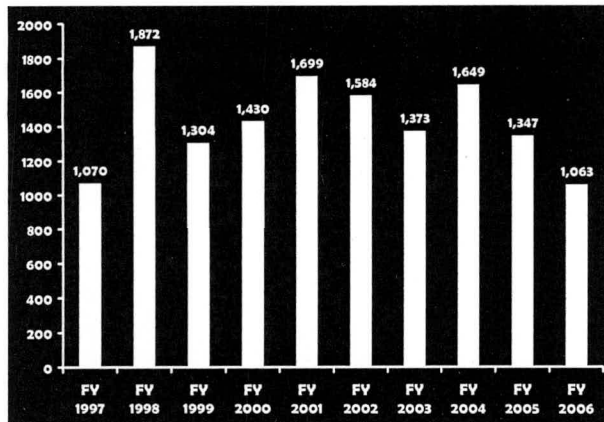
### Analysis of Radio Calls FY 1997 - FY 2006

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-1996 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 eight patrol officers, or more, the radio call rate usually increased. This is 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 1995 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

computer terminal located in the PHU/Security office. These “other” police and fire responses are recorded in the security work order section.

Over the 10-year period, the PHU responded to 14,391 radio calls for assistance. Radio calls fluctuated throughout the 10-year period from a high of 1,872 in FY 1998 to a low of 1,063 in FY 2006. The 10-year average was 1,439 with four years with calls more than the average and six years below the average.

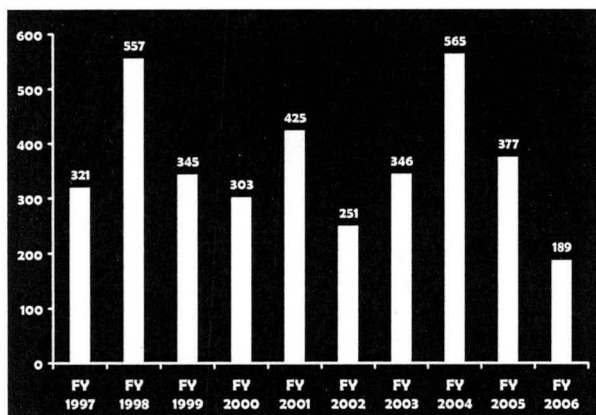
**Figure 23. Radio Calls FY 1997 - FY 2006**



#### **Analysis of Dispersals FY 1997 – FY 2006**

Over the ten-year period, the PHU conducted 3,679 dispersals at PHA properties. The annual average was 367 with four years above the average and six years below the average. The year with the greatest number of dispersals was FY 1996 with 656 and the low year was FY 2006 with 189.

**Figure 24. Dispersals FY 1997 – FY 2006**



#### **Analysis of Narcotic Arrests FY 1997 – FY 2006**

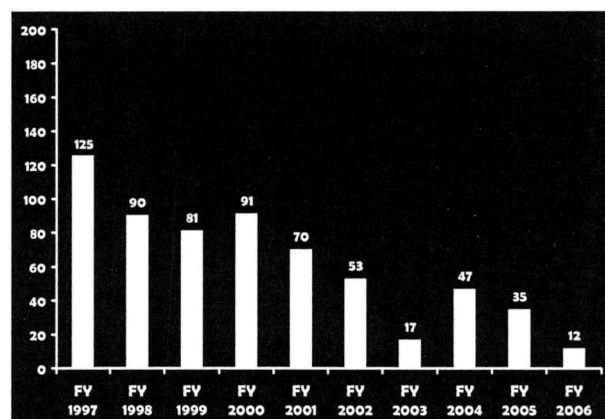
For the past 10 years, the PHU has focused, as much as practicable, on the problem of the sale and use of drugs in the developments and the crimes associated with the drug problem. It is known that the drug

problem has been a major contributor to the overall crime rate in public housing.

The increase in narcotics arrests in previous years 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

Over the ten-year period, the PHU made 621 narcotics arrests at PHA developments. The ten-year average was 62 with a high of 125 in 1997 and a low of 12 in FY 2006. The years where a lack of staffing of the PHU was experienced 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. For FY 2006 the staffing level remained at eight officers and the narcotics arrest rate resulted in a 10 year low of 12 arrests.

**Figure 25. Narcotic Arrests FY 1997 – FY 2006**



#### **Fiscal Year Summary**

As the ten-year comparisons indicate, the reduction in the staffing level of the PHU in past years seriously hampered the effectiveness of the PHU in addressing the problem of crime in the PHA developments. 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 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. That has remained in effect throughout this past Fiscal Year. On the up side the PHU have eight officers assigned to patrol the PHA family developments as opposed to the four officers available for most of FY 2003. The primary drawback seen to the districting plan is that it continues to leave the Chad Brown team isolated from the other three PHU teams in that the Chad Brown development is only patrolled by that Chad Brown assigned team. On the Chad Brown teams days off the other PHU officers are prohibited from patrolling that development and in addition the Chad Brown team is prohibited from "assisting" with the patrolling of the other developments outside of their assigned district.

A side effect of this districting policy is that the teams have developed tunnel vision in that they now are mostly familiar with their own assigned developments where in the past the officers were familiar with ALL of the developments and the criminal element that frequent them. It was predicted last Fiscal Year that if this staffing level remained the same for FY 2006 the PHU will remain an effective force in addressing crime in public housing however that effectiveness could be enhanced if the districting restrictions on the unit are lifted. The staffing is in place however the effectiveness has probably been diminished by the districting rules. Arrests are at a 10 year low for this Fiscal Year as are the radio calls responded to, the dispersals and the narcotic arrests. A probable reason for the decreased activity, for instance, is that the Chad Brown's team cannot take calls in the other developments when those teams assigned are on days off or are tied up which results in a loss of activity. When the Chad Brown team is on a day off all activity in that development are addressed by non-PHU officers resulting in additional loss of activity. More importantly the officers are losing touch with the developments that they are not specifically assigned to patrol.

Another issue is the fact that the 8 PHU officers have been under the direction and supervision of 4 separate district lieutenants. In many instances it has been seen that several officers have been granted a furlough day

on the same day leaving the PHU under-staffed. This coupled with the district restriction issues further hampers the ability and activity of the unit.

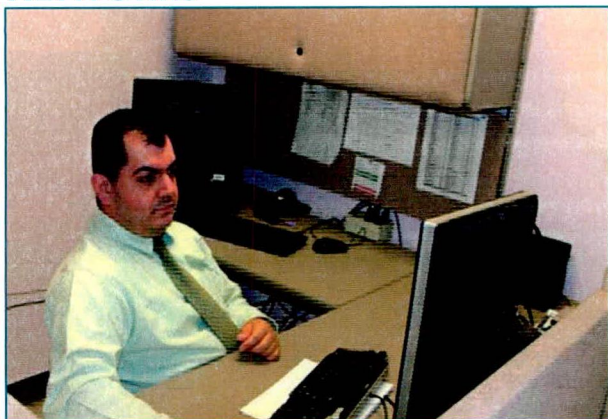
The PHU has been in the past, and is currently, a specialized unit within the police department. The direction and supervision of the officers, however, is determined by the four district lieutenants resulting in a lack of unified direction and command of the PHU to address the needs of public housing. It has been recommended that the police department assign a police sergeant to the PHU to provide unified direction and immediate supervision to the PHU officers.

It is predicted that should the current district restrictions remain in place and the unit not become unified that the upcoming fiscal year activity and effectiveness will be further reduced even if the staffing remains the same.

In the past, and currently, the Providence Police Department Public Housing Unit and the Providence Housing Authority security personnel have contributed to the reduction of crime in the developments. This positive effect on the reduction of criminal activity has also, in most instances, extended to the surrounding neighborhoods. It would be of great interest and benefit for both the Providence Police Department and the Providence Housing Authority to insure that this cooperative effort continue and that positive results are achieved.

# Office of Management Information Systems

## NETWORKS



*Carlos Gomez working in the MIS Office*

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 completed a majority of them. Projects that were not completed on time were due to factors beyond the MIS department's control such as funding, waiting for information, software changes or product supply.

In early August we will research and gather quotes to replace our file and e-mail servers, along with upgrading the operating system on our other servers to Microsoft Server 2003. This project was on hold until we selected a new software vendor to replace the authority wide software package. We are currently placing that project on hold since the current vendor Modern Software Technology (MST) has been purchased by DP Solutions (DPS).

The Network Administrator and the MIS Training Coordinator/System Operator have completed a MIS Disaster Recovery Manual. This manual lists network information such as: IP addresses, wireless equipment, server and pc's hardware/software. It is a very informative and will assist the MIS staff with recovering from numerous types of network/server

failures. This manual will require revisions as changes to hardware, software and configurations are made.

The Network Administrator along with the MIS Training Coordinator/System Operator are reorganizing our network drives (S: and P:). Currently there are too many folders with no structure in place. Once this project is complete each department will have a folder with information that pertains to their department within it, there will be shared folders for information that multiple departments must access, i.e. MMR, Annual Reports. Only the MIS staff will have the ability to create folders on the root of the network drives listed above, while departmental staff will have the ability to create folders within their departmental folders.

The Network Administrator met with the Building Systems Control Manager on several occasions over the past year to get familiar with the PHA Security System. Currently, the Network Administrator can run reports and manipulate door access.

We have setup Anti-Spam filtering through Cox Communication. Because of the way that Cox handles e-mails, third party products would not work.

A new version of Track IT has been installed and the last of the upgrades to this product has been completed. This software is a great tool for the MIS staff with recording helpdesk calls and remotely accessing user pc's.

On a monthly basis, the MIS Training Coordinator/System Operator updates our website ([pha-providence.com](http://pha-providence.com)) with Rental Housing and Public Housing Waiting Lists along with their Pre-Application Waiting Lists. This allows applicants to check status and ranking on-line.

Also available via our website are our Resident Survey, Socio-Economic, Annual Security, S8 Survey Reports,

Procurement, PHA Employment opportunities and a link to our internal e-mail for staff to access.

Select Finance staff, Housing Management Managers, Management Aides and select Resident Selection staff have access to access on-line HUD information such as; PIH Information Center (PIC), REAC (Real Estate Assessment Center) and EIV (Enterprise Income Verification) systems. Along with Internet access, the HM Managers have access to external e-mail.

The Network Administrator has placed our hardware warranties for our servers under one contract, WSCA II. This save costs for the warranties on our servers.

Xerox copiers/printers/fax machines have been installed in the Management and Forman offices. The staff will use these printers for printing Office product documents. PHAS reports will need to be printed from the HP printers since the HP printers have the forms installed in memory and the Xerox printers are unable to hold the forms.

Below is a list of the PHA networks, hardware and software. Our mission critical hardware, such as servers, has a four-hour on-site service contract; the remaining hardware has next day on-site service contracts. Service packs are current on all servers.

**Table 1. Networks FY 2006**

Location	Network Type
100 Broad Street	W2K
FM Admin – Laurel Hill	W2K
F.S.S. Office – Laurel Hill.	W2K
F.S.S. – Chad Brown	W2K
F.S.S. – Coddington Court	W2K

#### Server Configurations:

##### **File Server (Compaq DL580R)**

- Location, 100 Broad Street, MIS Office
- 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
- 512MB SDRAM – 4 X 128 (memory)
- 1GB SDRAM – 4 X 256 (memory)

##### **E-Mail Server (Compaq DL380R)**

- Location, 100 Broad Street, MIS Office
- 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

##### **PHA WebSense Server (Compaq DL360R)**

- Location, 100 Broad Street, MIS Office
- Dual Pentium III 1.2 GHz/CD/512 MB RAM
- 1.2 GB Reg 133 MHz SDRAM DIMM (memory)
- (2) 18.2GB Ultra2 SCSI hard drives

##### **Application Server (Compaq DL360R)**

- Location, 100 Broad Street, MIS Office
- Dual Pentium III 1.2 GHz/CD/512 MB RAM
- 128 Reg 133 MHz SDRAM DIMM (memory)
- (2) 18.2GB Ultra2 SCSI hard drives

##### **CCC Destinations Server (Compaq DL360R)**

- Location, Laurel Hill Ave., Community Center
- Pentium III 550 MHz/CD/128 MB RAM
- 1GB SDRAM – 4 X 256 (memory)
- (2) 9.1GB Ultra2 SCSI hard drives

##### **Security Server (Compaq DL360R)**

- Location, Laurel Hill Ave., FM Admin building
- Dual Pentium III 1.2 GHz/CD/512 MB RAM
- 128 Reg 133 MHz SDRAM DIMM (memory)
- (5) 18.2GB Ultra2 SCSI hard drives

##### **HVAC/Print Server (Dell Poweredge 2500)**

- Location, Laurel Hill Ave., FM Admin building
- Dual Pentium III 900 MHz/CD/512 MB RAM
- 512 Reg 133 MHz SDRAM DIMM (memory)
- (5) 9.1GB Ultra2 SCSI hard drives

##### **Drive Array Storage**

- Location, 100 Broad Street, MIS Office
- (4) 36.4 GB Ultra2 SCSI hard drives (assigned to File server for data storage)
- (4) 18.2 GB Ultra2 SCSI hard drives (assigned to Mail server for e-mail storage)

##### **Network Tape Backup System**

- Location, 100 Broad Street, MIS Office
- Fast Wide SCSI Storage Expander
- 40-80 GB Internal DLT Tape Drive (backups up user daily and monthly data)
- 35/70 GB Internal DLT Tape Drive (backups up e-mails and SQL daily and monthly data)

##### **Software**

- Windows 2000 Server (W2K)
- Microsoft Exchange 2000 Server
- Microsoft Office 2003 Professional Suite
- Microsoft Office 2000 Professional Suite
- Windows 2000 Operating system
- Windows XP Operating system
- IBM Client Access 5.5
- Microsoft Project 2000
- Visio 2002
- Microsoft PhotoDraw
- AutoCAD 2002
- Corel Draw 11

- Adobe Write 6.0
- TrackIT 6.0
- SPSS 12.0
- Backup Exec 10.0
- Norton 2000 Corporate Edition (Anti-virus software)
- Websense
- Qurb Anti-Spam Software
- Ad-Aware Pop-up Eliminator Spyware
- Proxy Server
- Century 21
- Side by Side
- Kenexa Prove It (computer based training software)

#### Internet Fire Wall

- Cisco PIX Firewall v 6.3.3

### 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. The purchase of the new computers comes with a three-year, next day, on-site service contract.

**Table 2. Equipment FY 2006**

Location	Personal Computers	Printers	Scanners	Laptop	PDA's	Digital Camera's
Executive Office	10	4	2	1	3	4
MIS	9	1	-	1	-	-
Security	7	2	-	-	-	-
Finance	12	4	2	-	-	-
Rental Housing	17	3	12	-	4	0
Resident Services	27	16	1	1	-	2
Housing Management	27	9	17	-	-	8
Resident Selection	6	1	6	-	-	2
Modernization	7	3	2	-	-	3
Facilities Management	19	14	1	2	17	5
Resident Services Lab	49	7	4	-	-	3
<b>Total</b>	<b>190</b>	<b>64</b>	<b>47</b>	<b>5</b>	<b>24</b>	<b>27</b>

Software licensing has been reviewed authority-wide and purchased according to the United States licensing policy. The PHA software policy is "no software will be installed on any computer without first obtaining a license".

Our Microsoft Licensing Software Assurance contracts have been renewed through ASAP Software. The

contract is for 27 months and will expire October 2006. Other yearly license contracts purchased throughout the year from ASAP have been Veritas, which is our backup software, and Symantec; which is our anti-virus software.

### DATA BACKUPS

In preparation for a major network failure, weekly and monthly backups of user's data, e-mail, Security data, server configurations, IMS/21 cartridges and AS/400 files are being stored off-site in a fire proof safe at Dominica Manor. The IMS/21 system's backup optical cartridges are also being stored in a separate fire proof safe at Dominica Manor.

### AS/400/PHAS (Public Housing Authority Software)

The MIS Manger has been in contact with software vendors who supply Public Housing Authority software. We are very dissatisfied with our current vendor, Modern Software Technology (MST). Their service; turn around times, and program modification costs are unacceptable.

An RFP for a new computer system was published through the NAHRO's e-Procurement system on March 29<sup>th</sup>. The RFP questions deadline was April 12<sup>th</sup> and questions are to be asked through the e-procurement system so all vendors can see the question and response. April 19<sup>th</sup> was the RFP deadline.

Four vendors submitted proposals to our computer systems RFP; Tenmast, Yardi systems, Emphasys and VisualHOMES, was on site for a two day demonstration during May and the beginning of June. All products do much more than our current system.

The project of replacing our authority wide computer system has been placed on hold. Our current system; Public Housing Authority Software (PHAS) which was owned by MST has been recently purchased by DPS. We have worked with DPS in the past; implantation of PHAS, along with IBM hardware support. DPS is very responsive and knowledgeable with their products.

A Yahoo forum has been established which allows Housing Authority users of the PHAS computer system the ability to communicate with each other regarding software, training and other features of the PHAS computer system. This is a valuable method of communication that all can share with no additional cost.

Query training is conducted by the MIS Manager, which is not mandatory but is very useful with querying PHAS files. The next Query training will be held when requested.

## HUD

The Network Administrator grants access to staff members who must access the HUD SAVE system (INS) in order to verify immigration status. Those staff members with internet access can access the website from their pc. Otherwise, there is a pc setup in the Rental Housing dept for staff to use.

The MIS Manager has created accounts for staff that needs access to the REAC website and reviews the list quarterly.

The MIS Manager has certified PHA users that access the HUD PIC, EIV and REAC websites. This must and will be done on a quarterly basis.

The MIS Manager has resolved discrepancies between our Public Housing database and HUD MTCS Public Housing database. This was a very tedious and time consuming project. The MIS Manager has created four Queries in the PHAS computer system that will assist the Department of Housing Management with keeping these two databases synchronized.

Housing Managers and the Management Aides have access to the Internet, which gives them the ability to monitor and determine which tenants are delinquent with their MTCS submissions. The MIS Manager documented and distributed to the HM Managers and Management Aides the steps necessary to access and review HUD's Delinquency, Vacancy and Reexamination reports. These reports should be reviewed monthly and corrected before the Accounts Receivable end-of-the-month reports are completed.

PIC no longer accepts any MTCS records with invalid Social Security or Alien Registration numbers. The MIS Manager has created queries that the Housing Management staff can review and correct.

### Electronic Submissions

Each month the MIS Manager electronically transmits information to the RI Department of Health (RIDOH) concerning 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 Hartford Park Manager electronically transmit Multi-Family Tenant Characteristic System (M.T.C.S.) information to HUD

on a monthly basis via the Internet. The Department of Finance and Accounting uses the Internet daily to download resident rent payments from BankRI.

During the month of June the MIS Manager has been working with the H/M staff to try to get as many public housing records submitted before the end of the month in order to keep the reporting percentage above 95%.

## DOCUMENT IMAGING

Our Document Imaging system allows paper documents to be scanned and stored on the network, thus reducing the amount of paper storage. This will greatly benefit Housing Management with resident transfers. The resident folders will no longer have to be transferred via inter-office mail. All resident information will be available from the network. The Vanguard System, called Image 21 (IMS/21), works very well with our current computer system, PHAS.

A Snap Server was installed to handle processes and store images for the IMS/21 system (Document Imaging System). Since more users are using this system, more and more MIS intervention was necessary for staff to retrieve older images/documents. In August, the MIS Manager will move images from the optical cartridges to the Snap Server.

### IMS/21 Document Scanning

All departments now have the ability to scan and retrieve documents via the IMS/21 system.

- Payroll has the ability to scan/retrieve weekly timesheets and W2's.
- Accounts Payable has the ability to scan/retrieve vouchers, checks and invoices.
- The Dispatch office has the ability to scan/retrieve closed work orders.
- Facilities Mgmt Forman has the ability to view closed workers.
- The CIAP coordinator and Purchaser have the ability to retrieve documents scanned by the A/P clerk.
- The Executive Department has the ability to scan/retrieve personnel folders and HUD correspondence.
- The Rental Housing Department has the ability to scan/retrieve applicant, tenant and owner information.
- The Housing Management Dept including the Resident Selection staff has the ability to scan/retrieve tenant and applicant information.
- The Capital Funds Staff has the ability to scan/retrieve contracts.



- The Facilities Management Department has the ability to scan/retrieve compensation notices, unit turnaround data, FM timesheets and their monthly report.
- The Modernization Coordinator has the ability to scan/ retrieve grant information.
- The Public Housing Inspectors have the ability to scan/retrieve inspection letters.

## 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.

## COMMUNITY CENTER COMPUTER LABS

Chad Brown and Codding Court Community Centers have on site computer labs for their residents. These computers have access to the Internet via the PHA network, which is a great benefit for youth homework. Hartford Park and Manton Heights residents have access to the Laurel Hill Community Center computers.

## MIS HELP DESK

MIS has resolved approximately 447 computer questions/problems for Fiscal-Year 2006. This number is down since last year. This is due to users gaining experience with the software packages used at the PHA.

**Table 3. Troubleshooting FY 2002 – FY 2006**

Year	Calls	Possible Reasons
FY 2002	445	CBT's & minimal staff turnover
FY 2003	336	Familiarity of Software, CBT's & minimal staff turnover
FY 2004	664	Unfamiliarity with Office 2003
FY 2005	560	Staff becoming familiar with software and job responsibilities
FY 2006	447	Staff familiar with software and job functions, low staff turnover

Network Inventory software called Track-It has been installed on our Application server. This software allows the MIS staff to inventory computer hardware/software throughout the agency, install software to a remote pc, and allow computers to be managed from the MIS Office via our network.

## SOFTWARE TRAINING

Kenexa Prove It has been selected for our CBT training. Staff has the ability to self- train on Microsoft products via the Internet.

## VIRUS PROTECTION

Norton 2000 Corporate Edition (Anti-virus software) is being used to protect our network from many forms of viruses and network attacks. This software allows for automatic updating of virus definition files on the individual PC's. Automatic scheduled virus scans are performed on all PC's daily at noon. Norton 2000 Corporate Edition also includes a feature called Auto-protect scan that continuously scans the local drive. This software also 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.



# Department of Resident Services

## DIRECTOR'S OVERVIEW



*"Why I came to America"-American flag project completed by the GED-ESL class*

The Department of Resident Services continued to provide non-housing programs and services to public housing and Section 8 residents in three service divisions: Education and Training, Supportive Services, and Youth Programs. Each division is headed by a manager and the central administration of the Department is staffed by three full time employees.

As has been the case for nearly 20 years, the design and scope of our programs and services depends more on the restraints of available funding than necessarily on the needs of our residents, although we achieve a measure of success in reconciling the two. This past year, we worked with 2,001 individuals. Depth of service varies, generally according to what a particular tenant is looking for. For example, in the highrises there is far less emphasis on structured programs. The Resident Service Coordinators – the employees of the Supportive Services Division – are available one or two days a week in each building and frequently assist residents who are experiencing medical, emotional, behavioral, or quality of life problems. The Education and Training Division works with adults, principally from the family developments and Section 8 programs,

offering structured educational programs. The exception is the Family Self Sufficiency Program, which follows a case management model and includes more intensive and individualized counseling and support. The Youth Program is almost entirely organized around structured, enrolled programs which we offer both throughout the school year and during school vacations.

This past year, and in each of the three divisions, we have branched into some new service areas in order to be more responsive to resident needs. We find that turnover in the highrises is yielding an even greater population of residents, often non-elderly, who require personal and medical care access assistance. Among the elderly population the implementation of the federal Medicare prescription drug coverage program required staff to understand and assist our tenants to access a complex and, to date, not entirely workable, benefit program. Many of the social service activities that have traditionally been popular at our highrises (outings, entertainment, community meals) are plagued by low turnout and this reflects a changing population with different needs and preferences.

In the Education and Training Division we are focusing more staff time on homeownership education and assistance, largely in response to funding requirements. Also, adult education funders are asking more of us in terms of standardized testing and we are administering the CASAS test to one or more adult learners at least once a week.

For the second year, our Youth Division continued to manage an ambitious program, funded by a state agency, to work with teenagers and their parents. Connections included weekly dinners (often prepared by PHA staff) and a contract with Family Services for counseling.

Resident Services shared in the budget cutbacks experienced by the entire Authority in FY 2006. The

following delineation of losses and gains reflects both budgetary and programmatic changes.

#### Resident Services FY 2006 LOSSES

- Medical clinics at three highrises closed.
- Budget cuts required us to consolidate to four Resident Service Coordinators to cover the seven highrises.
- Family Self Sufficiency program enrollment has declined as a result of staff reductions.
- HUD grant restrictions now require us to hire part time youth program staff through a contract with another provider.
- More and more funders are requiring us to maintain databases detailing program performance and outcomes. In the past, we maintained our own Access databases; the data entry workload is now about four times what it was a year ago.

#### Resident Services FY 2006 Gains

- After six months of quarterly monitoring, we are meeting or exceeded 83% of 114 administrative and program indicators. Note that certain quantitative measures were targeted before staff reductions and now require updating to reflect available staff hours. Adjusting for that, we would be at 88%.
- Connections – a state funded program in which teenagers and their parents met at PHA community centers for a weekly dinner and a conversation with a family counselor.
- Fox Point Boys and Girls Club has been picking up children at Chad Brown for a Saturday morning program since January 2006.
- After closing the Manton Heights Community Center in October 2004, we were able to secure a small amount of funding from the Olneyville Collaborative to offer one day of youth programming per week at the site.
- Four Resident Services staff completed the comprehensive youth program development and management training program (BEST) over two eight week sessions.
- We have increased homeownership education activity and have more people attending our monthly Saturday morning information sessions. We also hosted a Saturday homeownership fair at 50 Laurel Hill Avenue and offered, in partnership with West Elmwood Housing, a financial literacy program.
- Funding from the RI State Council on the Arts allowed us to add a dance and video production component to our afterschool program.

- Our adult education instructors are now teaching classes on site at Chad Brown four afternoons a week.
- All three of our Division Managers made presentations at the annual conference of the New England Resident Services Coordinators Association.
- With US Department of Justice Weed and Seed and PCOC funding we were able to provide eight housing authority teens with summer jobs.
- We have a new, three year, strategic goals management plan. In the Spring of 2006, the Director, Associate Director and the three Division Managers developed, over a period of about two months, draft goals with specific and measurable objectives slated to extend through FY 2009. The drafts were reviewed by frontline program staff. Our eight strategic goals (these are supported by over 30 articulated objectives) are:

GOAL ONE: Standardize and codify operations;  
Clarify mission

GOAL TWO: Improve grant and program revenue

GOAL THREE: Support training and professional development that enhances programs and fundraising success

GOAL FOUR: Maintain and improve facilities and major equipment

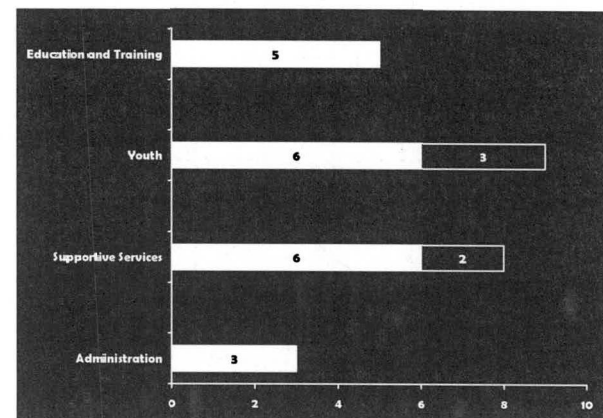
GOAL FIVE: Increase services available at PHA sites

GOAL SIX: Increase collaboration and strengthen neighborhood focus

GOAL SEVEN: Improve program participant outcomes

GOAL EIGHT: Improve resident quality of life by influencing the agency agenda

Figure 1: Breakdown of Staffing FY 2006



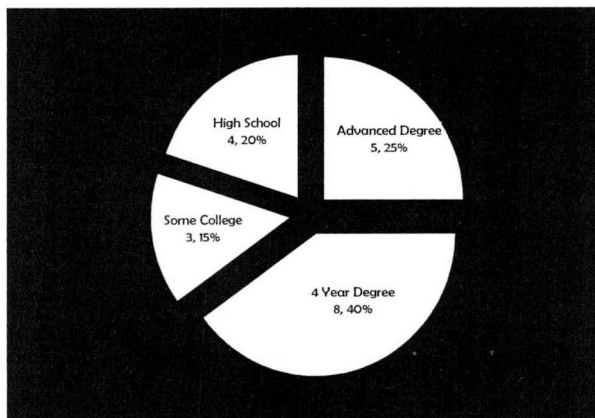
### Staff Changes

The chart below reflects a reduction in staff from the previous year. We have lost two full time positions since FY 2005 and 13 part time employees. Eleven of the thirteen part time (youth program) positions are actually still grant funded, but HUD is prohibiting us from carrying them on the PHA payroll. Currently, we have an arrangement with another community based provider that allows us to contract for this staff, although that agreement only extends through May 2007.

Table 1. Unduplicated Count of Residents Served

Program	Unduplicated Residents Served FY 2006
<b>EDUCATION/TRAINING</b>	<b>258</b>
FSS	116
GED/ESL	97
INTRO TO COMPUTER/OTHER	45
<b>YOUTH PROGRAMS</b>	<b>273</b>
Afterschool/Summer Program	273
<b>SUPPORTIVE SERVICES</b>	<b>1,470</b>
Living Skills	704
RSC Contacts	1,003
Health Programs	440
<b>TOTAL</b>	<b>2,001</b>

Figure 2: Education Levels of Staff



The 20 full time staff of the Department provide the Authority, in addition to years of experience, exceptional educational preparation for their work.

### Fundraising

In FY 2006, the Department of Resident Services developed and submitted 26 grant applications totaling \$1,820,008 in requests. The status of each is detailed below. \$988,046 (approximately 54%) was secured and another \$330,481 (18%) is still pending award notification. Overall, we continue to rely on HUD as our principal source of funding for staff, although, in the Youth Program Division, significant staff funding came from the PHA operating budget. HUD grant sources for non-housing programs are not what they once were; we are spending more time producing multiple applications for less money.

### Assessment of Third Party Providers

The table above delineates residents served through PHA-funded programming. Numerous providers -- local, state, and private -- are in the business of social services, counseling, income supports, youth programming, and adult education. The Department of Resident Services has entered into productive partnerships with many of them. The relationships between the PHA and third party providers range from referral agreements to contracts detailing specific outcomes for remuneration. Often, providers ask us to use space in our buildings in exchange for direct service to our residents. In all cases, whether via a cash payment, providing space, or staff time dedicated to referral and follow up, the Authority is investing in these third party providers.

This year, staff of the Department rated the performance of 42 providers we've worked with over the last 12 months in order to inform future decisions as to which agencies and which type of arrangements are most advantageous to our residents.



Executive Director attending a Resident Services staff meeting at Dominica Manor



Table 2: Summary of FY 2006 Funding Applications

Funding Source	Grant Program/Activity	Amount Requested	Amount Awarded
Blue Cross/Blue Shield	Blue Angel Community Health Grants	\$25,000	\$0
U.S. Department of Agriculture	Food Stamp Outreach Program	\$66,148	Pending
U.S. Environmental Protection Agency (EPA)	Healthy Communities/Asthma Program	\$30,000	\$0
Governors Workforce Board	WeCan2	\$5,086	\$0
March of Dimes	FirstCheck: Pre-natal Health Education	\$10,000	\$10,000
Neighborhood Health Plan RI	Cooking Class Program (renewal)	\$500	\$0
New England Gas Company	Community Connections Grant	\$10,000	\$0
Olneyville Community Schools	Youth Program (Manton Heights)	\$3,500	\$1,395
PASA	Innovators Grant	\$35,000	\$0
PASA	Youth Athletes Grant (Chad Brown)	\$2,500	\$1,700
RIDE	Adult Education 2006	\$25,056	\$25,056
RIDE	EL/CIVICS 2006	\$7,200	\$7,200
RISCA	Poetry and Motion	\$5,000	\$4,600
RISCA	Poetry and Motion (renewal)	\$8,420	\$7,000
The Rhode Island Foundation	/Media Project	\$1,800	\$1,600
Rhode Island Justice Commission	Formula Grant	\$24,244	\$23,274
Sovereign Bank	Spirit of Your Neighborhood	\$20,000	\$0
Staples Learning Foundation	After-School Program	\$20,000	\$0
MHRH	Community Based Prevention Services	\$90,000	\$90,000
HUD ROSS	RSDM - Family 2005	\$350,000	\$350,000
HUD ROSS	Neighborhood Networks 2005	\$250,000	\$250,000
HUD ROSS	RSDM- Elderly Disabled 2005	\$350,000	\$0
HUD	FSS Section 8 2005	\$121,346	\$121,346
HUD ROSS	Public Housing FSS Coordinators 2005	\$63,000	\$63,000
U.S. Department of Health and Human Services	Adolescent Family Life Demonstration	\$264,333	Pending
U.S. Department of Justice	Weed and Seed	\$31,875	\$31,875
<b>TOTAL</b>		<b>\$1,820,008</b>	<b>\$988,046</b>

**Total Pending: \$330,481**

In addition to submitting the full grant applications referenced above, the department wrote several full length Letters of Intent (LOI) to our local United Way. While the programs proposed were of merit and consistent with the United Way's broad mission, we were not invited to submit full applications.

Table 3: Summary of United Way Letters of Intent

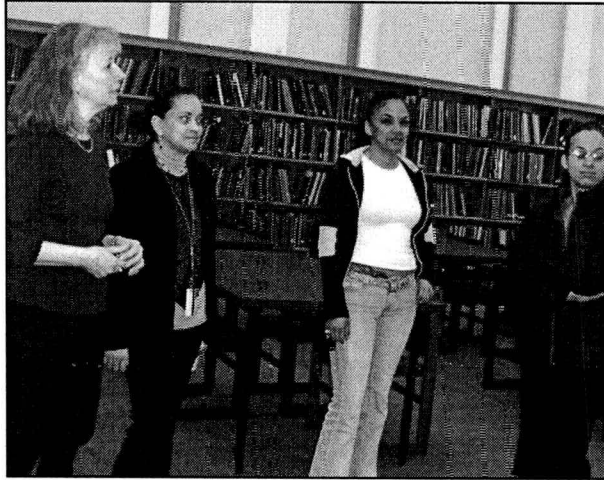
Funding Source	Grant Program/Activity	Amount Requested
United Way	Out of School Time	\$90,000
United Way	Elderly Services	\$70,000
United Way	Parenting and Family Support	\$90,000

**Staff Training**

Table 4: Summary of Professional Development and Staff Training

Type or Title of Training	Trainer	# Trained	# of Hours
BEST Youth Worker Certification Training	BEST	4	280
Blue Chip of Medicare Optima	Blue Cross	1	2
CASAS Certification	Progreso Latino	1	7
Dealing with Drug Activity in Housing	RI RSC Development	1	3
First Aid/CPR	American Safety	10	80
Integrated Pest Management	Healthy Housing	2	32
Leadership for Technical Advisors for Changing After School Programs	National Institute for Out of School Time	2	56
Leadership Training Institute II	Office of Adult Education	1	7
Microsoft Access	MIS	2	1
Microsoft Excel	MIS	2	4.25
Microsoft Outlook	MIS	1	1
Microsoft Power Point	MIS	1	1
Microsoft Word	MIS	5	14.25
MIS Training for RIDE Database	RI Department of education	1	7
Mistake Free Grammar & Proofreading	Career Track	3	21
Money Wise	Consumer Action	2	28
Motivational Interviewing	The Corporation for Supportive Housing	3	24
Prove-It! Software Training	MIS	20	40
Reading Across RI	RI Center for the Book	1	6
RI Adult Educators Conference	Literacy Resources of RI	4	28
Women's Cancer Screening	RI Department of Health	1	4
Sight/Word Reading Program	Literacy Volunteers of RI	2	4
Strategic Planning	Stephen J. O'Rourke	4	12
Symposium on State of Working in RI	Governor's Office	1	3
Medicare Prescription Drug Program	Center for Medicare/Medicaid Services	1	4
Violence in the Work Place	John Costa	20	47.5
<b>Total</b>		<b>96</b>	<b>717</b>

## EDUCATION & TRAINING DIVISION



*Providence Public Library*

The Education and Training Division exists to provide opportunities for adult residents of public housing and Section 8 to develop the skills to advance economically and personally. Programs are principally offered at the Department of Resident Services facility on Laurel Hill Avenue adjacent to the Hartford Park family development.

General Educational Development (GED) test preparation, English for Speakers of Other Languages (ESOL), Family Self-Sufficiency (FSS), the Section 8 Homeownership Program and the Office Skills certification course are the primary services this division provides. This year, over 250 adult residents took advantage of our programs. We served a total of 142 residents in our adult education and training programs and an additional 116 participants in our Family Self-Sufficiency program.

**Table 5. Summary of Adult Ed. Program Utilization**

Course	Number of Students	Total Hours
ESL	31	3,631
GED	67	5,289
Intro to Computers	21	130
Office Skills	11	194
Financial Fitness	13	74
<b>Total</b>	<b>142</b>	<b>9,318</b>

Collaborating with the social service network in the local community has enabled the Education & Training Program to host various workshops which address the growing family and economic needs of the

PHA's adult resident population. As a supplement to ongoing programs, adult residents attended workshops in such areas as parental rights, low-income health care, healthy, economic meal preparation, domestic and self-esteem issues, financial fitness, smoking cessation, personal safety; college and financial aid applications, and fire safety.

**Table 6. Education & Training Program Demographics**

Program	Caucasian	African American	Hispanic	Native American	Asian
FSS	5	25	76	0	0
ESL	0	1	29	0	1
GED	2	10	41	13	1
<b>Average</b>	<b>7</b>	<b>36</b>	<b>146</b>	<b>13</b>	<b>2</b>

Residents of Hispanic origin account for the majority (76%) of the individuals participating in our division's programs. Overall, the demographics of the people we serve reflect those of the PHA population as a whole.

### **Family Self Sufficiency (FSS) Program**

Since its inception, the FSS program has helped PHA and Section 8 residents to achieve economic independence through gainful employment. As of June 30, 2006 there are 106 residents enrolled, consisting of 88 public housing and 18 Section 8 residents. Program participants work closely with their FSS case managers to develop five-year plans for moving to work and increasing their earned income. FSS Coordinators meet with their clients on a quarterly basis to monitor how they are attaining their goals, making referrals to local service providers when necessary. These progress reports ensure compliance with the minimum program requirements of committing at least 30 hours a week to job training, studying or work.

Perhaps one of the most attractive features of Family Self-Sufficiency is the escrow savings account. When a working participant's rent increases as the result of an increase in earned income, a percentage of that increase is set aside in an interest-bearing account. The PHA releases the funds to the client upon successful completion of his/her contract goals. Of the 106 FSS participants, four-fifths (85) have established escrow accounts with the average monthly credit being approximately \$219. The sum of all balances is over \$470,000. The average escrow disbursement in FY 2006 was \$5,183.



Table 7. Summary of FSS Escrow Accounts

Escrow Account Indicator	
Total participants with Escrow	85
Average monthly credit in June 2006	\$219
Total amount held in escrow	\$471,660

**FSS & Employment**

Of the 106 heads of household participating in the FSS Program, 91 (86%) are currently employed, indicating that the remaining 14% are either in school or actively seeking employment. Nearly 40% of the positions held by these individuals are in the fields of manufacturing (20%) and healthcare (18%). Education (17.5%) and clerical positions (14%) make up another 31% of the total job placements. Some of the most common jobs among participants are Certified Nurse's Assistants, Assemblers, Teacher's Assistants and home daycare providers. Since limited English and lack of a higher education are not barriers to these positions, they are prevalent among this population.

*Jasmin and Denise, Graduates from the GED program*

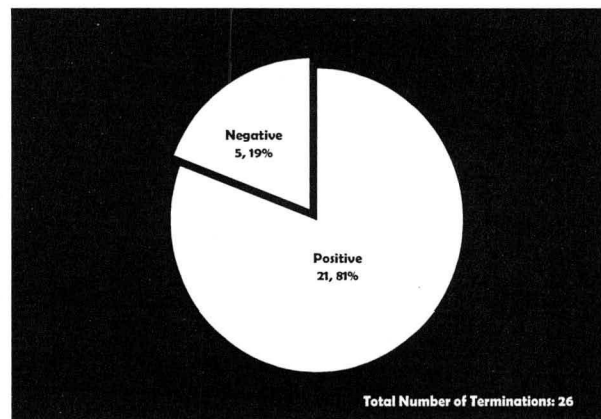
Table 8. Job Placements in the FSS Program

Type of Employment	# Of Self Sufficiency Program Participants Placed
Manufacturing	18
Healthcare	17
Education (incl. daycare)	16
Clerical/Secretarial	13
Service Industry	6
Building maintenance	4
Customer Service	4
Human Services	3
Administrative	3
Retail sales	3
Banking/Finance	3
Food services	1
Transportation	0
Criminal Justice	0

**Total Placed****91****Terminated FSS Clients:**

Over the past year, 26 FSS participants left the program, breaking down to 21 positive and 5 negative terminations. This year, negative terminations accounted for 19% of all terminations, a notable reduction from last year's 50%. Although moving out of subsidized housing can be considered a positive step, leaving the PHA before the contract is completed is, by definition, considered to be a "negative" FSS termination. Two (2) of the five (5) "negative" were the result of participants moving out of the PHA or Section 8 before fulfilling the terms of their contract.

Figure 3. FSS Terminations



With the recent spike in the cost of both real estate and rented apartments in the Providence area, many families (61%) who completed the program have found that they will need to remain in subsidized housing because their employment incomes are not sufficient. Fifteen percent of the 26 participants to leave the program this fiscal year were able to purchase a home with another 12% on in the process of buying a home. The remaining 12% relocated out of the realm of the PHA once they left the program.

Figure 4. Outcomes of FSS Terminations

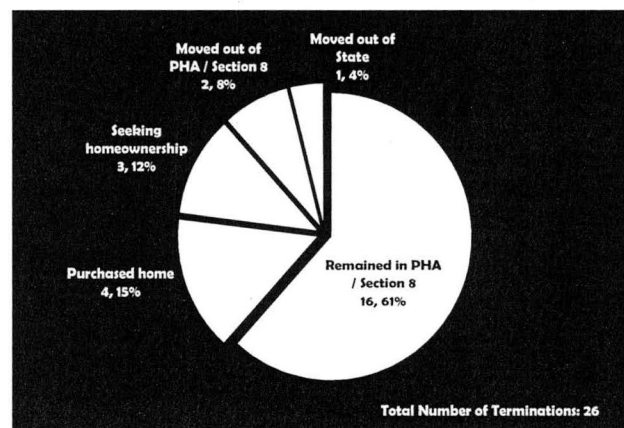


Table 9: Participant Status FY 2006

Participant	Contract begin:	Contract end:	Current Activities: Public Housing and Section 8 FSS participant:	Escrow Account	TANF case closed since initial enrollment	TANF monthly reporter	Has not received TANF since contract inception	Case Manager
1. Y.Z.	07/2001	07/2006	Working f/t at a hotel	✓	✓			ES
2. M.H.	07/2001	07/2006	Working f/t at Berkshire place as a CNA	✓			✓	ES
3. D.J.	07/2001	07/2006	Working f/t at Berkshire place as a CNA	✓	✓			ES
4. C.L.	09/2001	09/2006	Working f/t in manufacturing	✓	✓			ES
5. J.C.	09/2001	09/2006	Working f/t at Walmart's hair salon	✓	✓	✓		ES
6. B.M.	12/2001	12/2006	Working f/t in manufacturing	✓	✓			ES
7. P.T.	02/2002	02/2007	Working f/t for Head Start as Teacher Assistant	✓			✓	ES
8. V.D.	02/2002	02/2007	Working f/t as a cashier/parker	✓	✓			ES
9. N.A.	03/2002	03/2007	Working f/t in manufacturing	✓			✓	ES
10. A.P.	04/2002	04/2007	Disability due to back injury	✓		✓		ES
11. R.M.	11/2004	04/2007	Working p/t at RI Hospital, f/t nursing student at CCRI				✓	ES
12. J.C.	05/2002	05/2007	Working p/t medical field/ Attends phlebotomy training	✓			✓	ES
13. F.C.	05/2002	05/2007	Working f/t as housekeeper	✓	✓			ES
14. M.F.	05/2002	05/2007	Working f/t as a secretary/clerk	✓	✓			ES
15. M.C.	06/2002	06/2007	Working f/t in manufacturing	✓			✓	ES
16. A.F.	06/2002	06/2007	Working as home daycare provider	✓			✓	ES
17. R.H.	06/2002	06/2007	Working f/t in manufacturing	✓			✓	ES
18. E.M.	07/2002	07/2007	Working f/t at Wrentham Developmental Ctr. as CNA	✓			✓	ES
19. K.M.	08/2002	08/2007	Working f/t in manufacturing	✓		✓		ES
20. A.M.	08/2002	08/2007	Out on sick leave receiving TDI	✓	✓			ES
21. J.R.	10/2002	10/2007	Working f/t as telephone operator for PHA	✓		✓		ES
22. R.G.	10/2002	10/2007	Working f/t as a secretary/clerk	✓	✓			ES
23. J.V.	10/2002	10/2007	Working p/t as an office clerk	✓	✓			ES
24. D.C.	10/2002	10/2007	Unemployed	✓			✓	ES
25. M.P.	01/2003	01/2008	Working p/t as a food service worker	✓	✓			ES
26. R.P.	01/2003	01/2008	Working f/t for PHA as a security monitor				✓	ES
27. P.M.	01/2003	01/2008	Working f/t as a program aide	✓			✓	ES
28. I.O.	02/2003	02/2008	Working f/t for PHA in maintenance as custodian	✓			✓	ES
29. M.D.	02/2003	02/2008	Working f/t in retail sales	✓	✓			ES
30. A.J.	03/2003	03/2008	Working f/t as home daycare provider	✓			✓	ES
31. K.N.	05/2003	05/2008	Working f/t as a bus driver for PHA	✓	✓			ES
32. A.G.	05/2003	05/2008	Working f/t as a CNA	✓	✓			ES
33. M.P.	05/2003	05/2008	Working f/t as a bus monitor	✓	✓			ES

34.	E.C.	05/2003	05/2008	Working to obtain Home Daycare License	✓			✓	ES
35.	M.A.	05/2003	05/2008	Working f/t at Assoc. in Primary Care as Med. Asst.	✓	✓			ES
36.	R.P.	06/2003	06/2008	Working f/t in retail sales	✓			✓	ES
37.	T.D.	09/2003	09/2008	Job search/Maternity leave	✓			✓	ES
38.	F.C.	10/2003	10/2008	Working f/t as a bus monitor for First Student	✓	✓			ES
39.	A. V.	10/2003	10/2008	Working f/t for The Providence Comm. Health Center	✓				ES
40.	N.C.	11/2003	11/2008	Working f/t in manufacturing	✓			✓	ES
41.	D.C.	11/2003	11/2008	Working f/t for Nordstrom's	✓			✓	ES
42.	M.M.	12/2003	12/2008	Working f/t in manufacturing	✓			✓	ES
43.	A.P.	01/2004	01/2009	Working p/t as an assistant for Porto Pelo Hair Salon	✓			✓	ES
44.	A.F.	01/2004	01/2009	Collecting Unemployment/Job Search	✓	✓			ES
45.	I.S.	02/2004	02/2009	Working f/t in manufacturing	✓			✓	ES
46.	L.E.	02/2004	02/2009	Working f/t as home daycare provider	✓			✓	ES
47.	J.V.	02/2004	02/2009	Working f/t as a secretary/clerk for Workers Mania	✓	✓			ES
48.	A.R.	02/2004	02/2009	Working f/t as an office clerk	✓			✓	ES
49.	P.J.	02/2004	02/2009	Working two p/t jobs as AA at PHA and Boys & Girls C.	✓			✓	ES
50.	M.G.	04/2004	04/2009	Working f/t for Citizen's Bank as a teller	✓		✓	✓	ES
51.	Y.Z.	04/2004	04/2009	Working two p/t job for PHA and Babies R'Us	✓	✓	✓		ES
52.	S.F.	05/2004	05/2009	Seeking p/t employment	✓	✓			ES
53.	E.S.	07/2004	07/2009	Working f/t as a LPN for Memorial Hospital	✓	✓		✓	ES
54.	N.G.	08/2004	04/2009	Working f/t as home daycare provider			✓		ES
55.	M.F.	10/2004	10/2009	Working p/t at First Student	✓		✓		ES
56.	O.M.	12/2004	12/2009	Working f/t as a secretary/clerk for PHA	✓	✓			ES
57.	M.P.	03/2005	03/2010	Working f/t as a case manager for Joslin Community Ctr.	✓	✓		✓	ES
58.	C.N.	10/2005	10/2008	Working f/t at Doctors office University Gastroenterology	✓			✓	ES
59.	N.F.	11/2005	11/2010	Working f/t in manufacturing	✓			✓	ES
60.	P.V.	03/2006	03/2011	Working f/t as a program assistant for PHA	✓			✓	ES
61.	T.C.	02/2002	02/2007	Working f/t at Rhode Island Hospital	✓			✓	RC
62.	T.M.	02/2002	02/2007	Actively looking for employment			✓		RC
63.	A.A.	04/2002	10/2007	Enroll in a Commercial Drivers License training	✓			✓	RC
64.	S.Y.	05/2002	05/2007	Working f/t for Head Start as Teacher	✓	✓			RC
65.	C.C.	06/2002	06/2007	Working f/t for Providence School Dept as Office Clerk	✓			✓	RC
66.	M.S.	06/2002	06/2007	Working p/t at Stop & Shop in Customer Service	✓		✓		RC
67.	E.F.	07/2002	07/2007	Working f/t for PHA in Maintenance as Custodian	✓			✓	RC
68.	G.Y.	01/2004	01/2009	Working f/t at Charlesgate Nursing Center	✓		✓		RC
69.	Y.P.	02/2004	02/2009	Working p/t as Meal Site Mgr at Westminster Senior Ctr.	✓			✓	RC
70.	A.O.	12/2004	12/2009	Working p/t at First Student	✓	✓		✓	RC
71.	Q.G.	3/2005	03/2010	Working f/t at Refocus and attends CCRI	✓	✓		✓	RC
72.	I.R.	4/02005	4/2010	Working f/t at the Hartford Community Center	✓	✓		✓	RC

73.	A.U.	4/2005	4/2010	Job Search		✓		✓	RC
74.	P.G.	5/2005	5/2010	Working f/t at airport		✓		✓	RC
75.	S.P.	02/200	02/2005	Attending CCRI/extension granted until 02/2007			✓		RC
76.	B.A.	06/2001	06/2006	Extension until 8/08, attending CCRI towards Social Work			✓		RC
77.	H.A.	07/2001	07/2006	Working as a Day Care Provider	✓	✓			RC
78.	L.T.	07/2001	07/2006	Enroll in Nursing Program at CCRI/ requesting extension	✓	✓			RC
79.	A.E.	08/2001	08/2006	Working f/t for Colibri Corporation	✓		✓		RC
80.	L.L.	08/2001	08/2006	Unemployed	✓		✓		RC
81.	E.R.	08/2001	08/2006	Excused from GED class for health issues		✓			RC
82.	M.B.	09/2001	09/2006	Working f/t for PHA in maintenance department	✓			✓	RC
83.	M.M.	12/2001	12/2006	Working full time for McAuley Village	✓	✓			RC
84.	D.D.	02/2002	02/2007	Working f/t as Clerk for PHA	✓			✓	RC
85.	G.C.	03/2002	03/2007	Working for PHA/FM Building/Dispatcher	✓	✓			RC
86.	B.P.	06/2002	06/2007	Obtain Cosmetology Diploma, working part time			✓		RC
87.	M.C.	02/2003	02/2008	Injured at job, collecting unemployment		✓			RC
88.	I.N.	03/2003	03/2008	Working as a Home Day Care Provider	✓			✓	RC
89.	Y.R.	03/2003	03/2008	Working for Providence Community Health Center	✓			✓	RC
90.	S.N.	04/2003	4/2008	Unemployed			✓		RC
91.	T.J.	04/2003	4/2008	A transfer from CF Housing/ job search		✓			RC
92.	S.S.	05/2003	05/2008	Working for YMCA			✓		RC
93.	M.L.	09/2003	09/2008	Working f/t at AON Services as a customer services	✓	✓			RC
94.	B.C.	11/2003	11/2008	Working p/t as a CNA	✓	✓			RC
95.	N.S.	11/2003	11/2008	In waiting list for GES/Spanish at the Genesis Center			✓		RC
96.	M.G.	12/2003	12/2008	Working f/t at Encore Corp.	✓	✓			RC
97.	N. P.	01/2004	01/2009	Working p/t as a home attendant for UCP	✓	✓			RC
98.	J.T.	02/2004	02/2009	Working f/t as a dental clerk at Dr. Baduya Dental Office	✓	✓			RC
99.	T.N.	04/2004	04/2009	Working p/t as a CNA at Bannister House		✓			RC
100.	B.R.	04/2004	04/2009	Laid off/ collecting unemployment/job search	✓	✓			RC
101.	W.C.	03/2005	03/2010	W.P job search/ Husband working for EZ Laundry	✓		✓		RC
102.	P.P.	03/2005	03/2010	Working for RI Acorn Housing	✓		✓		RC
103.	F.R.	06/2005	06/2010	Working for Citizens Bank				✓	RC
104.	O.R.	08/2005	08/2010	Working f/t for a work agency			✓		RC
105.	A.B.	09/2005	09/2010	Working Providence School as Teachers Aide	✓	✓			RC
106.	L.R.	05/2006	05/2011	Working part time at Walmart/ Attending GED/PHA		✓			RC



## Adult Education Programs

### □ ABE/GED PROGRAM

The Adult Basic Education (ABE) and General Equivalency Diploma (GED) Program ran Monday through Thursday, 30 hours/week continuously throughout the year. Classes were held at the Resident Services facility at Hartford Park and in the PCL classroom at Chad Brown.

To address the lack of attendance in the afternoon hours at Hartford Park, classes were introduced at Chad Brown in November 2005 to boost enrollment and to accommodate residents who cannot access the Laurel Hill facility. This schedule of morning sessions at Hartford Park and afternoon sessions at Chad Brown, Monday through Thursday continued throughout the remainder of the fiscal year and will continue into the next. There were 29 GED exams taken this fiscal year. Of those, 24 (82%) received passing scores. In all, there were three (3) students who earned their GED this fiscal year.

Table 10. GED Test Results

GED Test	Number tests taken	Number tests passed	Number not obtained*	% passing of scores received
LA – Reading	4	4	0	100%
Social Studies	6	6	1 (pass)	100%
Science	6	6	0	100%
Math	8	3	0	38%
LA – Writing	5	5	0	100%
<b>TOTALS</b>	<b>29</b>	<b>24</b>	<b>0</b>	<b>83%</b>

\*Due to state policy, we are unable to obtain certain test scores

To determine student levels at intake and measure educational gains over each academic session, the PHA conducted CASAS pre and post assessments of all enrolled GED and ESL students. It is worth noting that the RI Department of Education's 2005-2006 *Core Performance Indicators* were attained in every category except one. Tables 11 & 12 illustrate the outcomes of each student's assessments.

Table 11. ABE/GED Students' Pre- &amp; Post-Test CASAS Scores FY 2006

Student Name	MATH		READING		Completed Level	Growth in Levels
	Pre-Test	Post- Test	Pre-Test	Post- Test		
1. JA	231	227	217	227	Yes	0
2. DC	224	236	221	242	Yes	+1
3. WC	229	231	223	217	Yes	0
4. JD	214	222	203	205	Yes	+1
5. TF	245	233	212	222	Yes	0
6. CJ	239	242	221	233	Yes	+1
7. JL	230	236	234	242	Yes	+1
8. CL	228	233	209	222	Yes	+1
9. JM	214	231	210	215	Yes	+1
10. AM	210	236	220	227	Yes	+1
11. IM	228	244	227	241	Yes	+1
12. RM	212	220	193	209	Yes	+1
13. RM	217	229	202	213	Yes	+2
14. AP	245	251	226	238	Yes	+1
15. DP	221	231	196	210	Yes	+1
16. TP	237	239	191	210	Yes	+1
17. TR	236	247	219	232	Yes	+2
18. JR	229	233	212	220	Yes	0
19. KS	217	222	212	218	Yes	0
20. OS	227	233	206	214	Yes	+1
21. MS	226	234	219	245	Yes	+1
22. JV	217	226	212	224	Yes	+1
23. PV	214	227	196	214	Yes	+1
<b>Average</b>	<b>226</b>	<b>233</b>	<b>212</b>	<b>223</b>	<b>100%</b>	<b>+1</b>

CASAS Scores & ABE/ASE Level			
Score	ABE/GED Level	Score	ABE/ASE Level
200 or below	Beginning Literacy	221-235	Intermediate High
201-210	Beginning Basic	236-245	Adult Secondary Education Low
211-220	Intermediate Low	246+	Adult Secondary Education High

### □ ENGLISH AS A SECOND LANGUAGE PROGRAM

In FY 2006 the ESL program also served students in a Monday-Thursday, 30-hour/week program continuously throughout the year. As with the GED program, ESL classes were also offered in the afternoons at Chad Brown.

EL/Civics funds made possible a number of educational field trips which correlated to the thematic modules of the curriculum. This year's experiential

learning activities culminated in a series of field trips that focused both local New England heritage and the cultural experiences unique to various ethnicities in our country. Destinations included: Hasbro Children's Hospital, the RI State House, the Providence Public Library, the Reading Across RI May Breakfast, the RI Annual Flower Show, and the RI Resource Recovery Center. The series of trips concluded with a trip to South County to visit the Gilbert Stuart Museum and discover Rhode Island's marine heritage.

**Table 12. ESL Students' Pre- & Post-Test CASAS Scores FY 2006**

Student Name	Pre-Test	Post-Test	Completed Level	Growth in Levels
1. BC	206	228	Yes	0
2. RC	225	230	Yes	0
3. DC	221	228	Yes	0
4. AF	203	216	Yes	+1
5. GL	231	236	Yes	+1
6. LM	198	214	Yes	+2
7. EM	191	194	Yes	0
8. BM	221	224	Yes	0
9. NM	186	204	Yes	+1
10. JM	228	232	Yes	0
11. MO	193	202	Yes	+1
12. FP	196	203	Yes	+1
13. MR	213	215	Yes	0
14. AR	192	196	Yes	+1
15. DS	210	212	Yes	+1
<b>Average</b>	<b>208</b>	<b>216</b>	<b>100%</b>	<b>+1</b>

\*These students were not post-tested because they left the program prior to completion.

CASAS Scores & ESL Levels			
Score	ESL Level	Score	ESL Level
165-180	ESL Beginning Literacy	211-220	ESL Intermediate High
181-200	ESL Beginning	221-235	ESL Low Advanced
201-210	ESL Intermediate Low	236+	ESL High Advanced

### Section 8 Homeownership Program

The Section 8 Homeownership Program allows qualifying Section 8 residents to use their voucher as a form of mortgage payment assistance on single-family homes. Local interest in this program has grown increasingly over the past year. Over 100 people have inquired about the program in FY 2006. As a way to facilitate outreach and effectively communicate program guidelines, the PHA hosts monthly orientations for prospective homebuyers. Since July 2005, 124 residents have attended these bilingual, Saturday morning presentations. Four residents have purchased homes through this program in the 2006 fiscal year.



*Residents attending a Homebuyer Information Fair*



Table 13. Section 8 Homeownership Program Indicators

Indicator	Year-to-date
Requested Information	117
Attended Information Session	124
Certification (HAP) Letters Sent	43
Pre-qualified for Loan	7
Purchase & Sales Agreement	4
Closings	4

The PHA refers qualifying participants to non-profit resources in the community which are committed to assisting low and moderate income families purchase homes of their own. These partners include RI Housing (non-profit lender), the Housing Network of RI (homebuyer education), West Elmwood Homeownership Center (credit counseling) and SWAP (developers of affordable homes). These agencies, as along with the RI HomeChoice Coalition/Citizens Bank (mortgages for disabled persons), Consumer Credit Counseling Services of New England and Wells Fargo, participated in our first annual Homebuyer Information Fair. Approximately 50 PHA and Section 8 residents attended the vendor presentations and circulated the tables for information on local resources which can aid them in their homeownership goals.

### Introduction to Computers

The Education and Training Division also offers Introduction to Computers classes at the computer lab at the Resident Services facility on Laurel Hill Avenue. To reach a broader range of adult residents, classes were conducted in both English and Spanish.

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. Lesson plans include an introduction to the Microsoft Windows, essential computer vocabulary, basic word processing functions, and plenty of typing practice. Classes were so well attended in the first session that a continuation to a second level was created for those who completed the first. A total of 21 students took advantage of the three sessions offered this year.

### Office Skills Certificate Program



*Office Skills class receiving their Certificate's*

One of the most popular classes we offer is Office Skills Certificate Training. The course runs for 12 weeks and the curriculum includes lessons in Microsoft Windows and Word, customer service, 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 tips on job interviewing. Each student participates in a mock job interview and must complete an inbox exam which reviews the skills they learned in their lessons.

### Financial Fitness

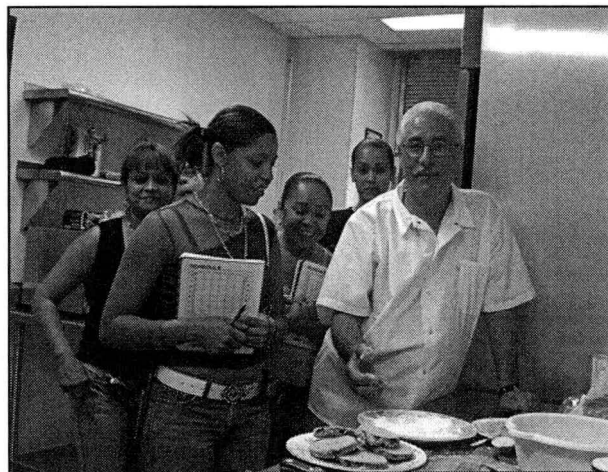
This year, PHA's strong partnership with West Elmwood NeighborWorks Homeownership Center, a local community development organization, allowed us to provide cost-free financial counseling and instructional services to our residents. The purpose of these Financial Fitness classes was to provide public housing and Section 8 residents with the information, skills and support necessary to achieve their financial goals. Money management and credit repair were identified as common financial issues among our residents. Therefore, this program aims to assist those transitioning from welfare to work as well as those who have the goal of homeownership.

Lesson modules cover the following topics: making informed purchasing decisions, understanding checking and savings accounts, creating a spending/savings plan, understanding the credit system, avoiding predatory lending, and financial goal setting. Provided in both English and Spanish, 13 residents received certificates of completion for attending these 6-hour classes. BankRI provided class materials.

### Healthy Cooking on a Budget Classes

With the help of the Healthy Neighborhoods mini-grant through the Neighborhood Health Plan of RI, the PHA was able to provide a cooking class for adult residents. The commercial kitchen at the Resident Services building was the setting for these lessons. A professional chef was brought in from a local restaurant to instruct students in healthy, low-cost meal preparation for a family of six.

Eight classes took place in late fall 2005 and were free to interested residents. A different menu, consisting of a main dish, vegetable and dessert, was introduced at each lesson. Students assisted the chef, took notes on each shopping and recipes and helped with clean up.

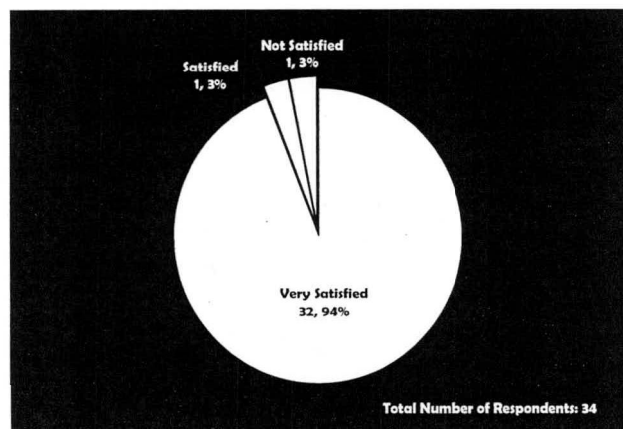


*Students participate in a cooking class alongside a local chef preparing a healthy meal*

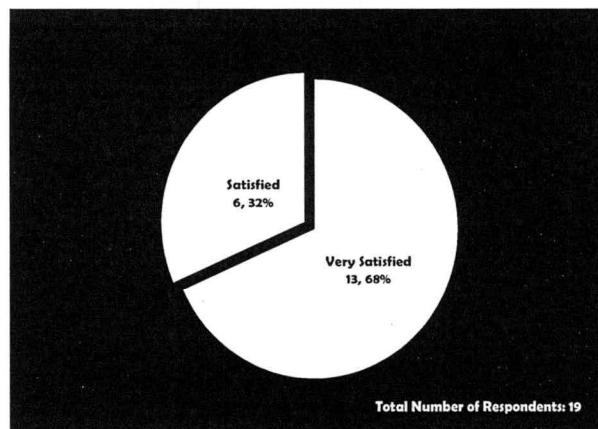
### Survey Results

In May and June 2006, we surveyed samples of FSS participants and students from the GED and ESL programs to gauge their feelings about the programs we offer. Overall, the survey responses indicate a high level of client satisfaction with all three programs. These results are illustrated in the charts below.

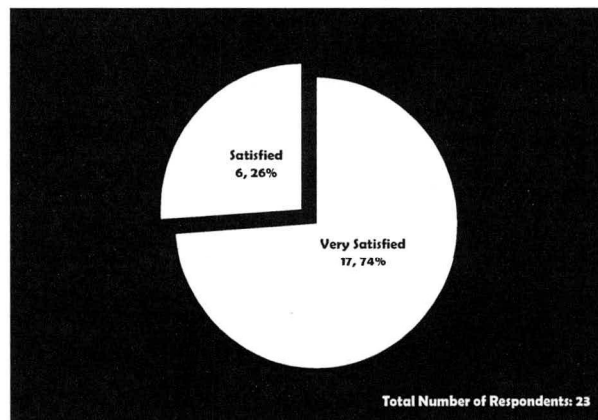
**Figure 5. Satisfaction with FSS Case Manager FY 2006**



**Figure 6. Satisfaction with GED Program FY 2006**



**Figure 7. Satisfaction with the ESL Program FY 2006**



### Success Stories

#### □ JUANA CANELA, FSS PROGRAM

Juana Canela enrolled in the FSS program in December of 2000. With the New Year approaching, she, like many people, had some resolutions. In addition to her continued attendance at the Newport School of Cosmetology and Hairdressing, Juana wanted to improve her English language skills and earn her US Citizenship. Upon signing her FSS contract, she immediately enrolled in the ESL program at the Metropolitan ("The Met") charter school in Providence. In pursuit of her goal to gain citizenship, Juana made preparations at the International Institute of RI. Before long, she passed her exam and was sworn in as a citizen of the United States.

By 2001, Juana had started an internship with Regis Hair Salon where she experienced hands-on training as a cosmetologist. She also brushed up on her computer skills in The Met's Computer Training course. A year later, Juana graduated from hairdressing school and obtained her Cosmetology License. Her dedication and hard work paid off when she was offered a part-time position at Regis Salon.



*Juana Canela's hairdressing business is a success in the making*

After working for a year at Regis, she set her sights on moving beyond her role as hairdresser to try her hand at running a business. In 2005 she achieved that goal as well when she became manager of the International Unisex Salon. She is pleased that her salon is always busy and thanks the FSS program for giving her the supports she needed to achieve her personal, educational and employment goals. Juana would like to purchase a home in a near future, but for now her first priority is to send her two teenagers to college.

#### □ JOCELYN MUSALI, ESL PROGRAM



*Jocelyn Musali is always involved in class projects*

Hartford Park resident Jocelyn Musali joined the English as a Second Language class at 50 Laurel Hill Avenue in October 2004.

Jocelyn has been a faithful student for almost two years. She spoke and understood English when she entered the class, but she wanted to improve her language skills. During her time in class, Jocelyn has dramatically improved in all language areas. She likes to be challenged and often asks for additional assignments. She is always ready with a question, whether it is about vocabulary, grammar, or American culture. In addition to classroom activities, Jocelyn regularly works on the ESL computer programs in the

Adult Computer Lab. She willingly helps other students with their grammar problems and shares her insights about life in the United States.

Jocelyn has also taken part in many class projects. She is an excellent cook and contributed many delicious recipes to the school cookbook project. Through the years, Jocelyn has generously brought in her homemade corn bread, sweet beans, bread pudding, and other foods for all to share.

Jocelyn's hard work, motivation, and strong commitment to education have served her well. She has high academic expectations for herself and her children. She is an exceptional person and deserves the honor of being the ESL Success Story for 2006.

#### □ DENISE CLEMENTS, GED PROGRAM

After several years of hard work and dedication, Denise Clements received her GED certificate on April 19, 2006.

Denise is an excellent student. She is an avid reader and enjoys expanding her horizons in all subject areas. Denise took part in Reading Across Rhode Island annual events since the inception of the program in 2001. She has read the books, met with the authors, and enjoyed researching and discussing the regional and historical information surrounding the stories.

Denise enthusiastically participated in GED class projects, contributing a poem for the classes' Unspoken Wordz publication, shared a family recipe in the school cookbook project and took part in the nutrition and cooking classes that were offered this year. Last year she received an award for attending more field trips than any other GED student. Not only did she attend the field trips but she recommended points of interest in Rhode Island for the class to visit.

In the classroom Denise enjoyed assisting other students. She tutored classmates in math and always had encouraging words for those struggling to obtain passing scores on GED tests.

Denise dreams of working in the medical field as a Respiratory Therapist. In September 2006, Denise will be on her way to making this dream a reality as she begins classes at CCRI.

## SUPPORTIVE SERVICES DIVISION

### **Effective Service Channel: Success and Challenge**

While not endorsing Darwinism, it can be observed that the social service delivery "system" in Rhode Island - and all states, more than likely - is not the product of intelligent design. The delivery of social services has always been a patchwork of agencies and organizations pieced together by exigency and happenstance. Needs and clients have been sorted by age, geography, income levels, diagnosis, crisis level, and degree of threat to the peace. "Jurisdiction" in the social service world has often been decided by "squatters' rights", that is, by whoever staked out a population to serve first in the life cycle of human service efforts. In some ways, the human service world mirrors the health care system in which the coordination and effectiveness of care is determined by the consumer and his or her acumen and industry.

In such a world, people, like our residents, with many needs and few resources often miss out on helpful and even essential benefits and programs. That is why the work of Supportive Services staff is crucial in the delivery of social services. Like the rest of the Resident Services divisions, Supportive Services acts as a unique portal into the populations who call the Providence Housing Authority home, populations who are among the most disadvantaged in the city. Resident Services is able to deliver social services efficiently and effectively.

A prime example of this is the implementation of the Medicare Prescription Drug Program this past year. This massive undertaking by the Federal Government tested the limits of social services delivery and, in many ways, found them wanting. PHA residents were fortunate because Resident Services had the capacity to communicate with and help Medicare recipients do the work of sorting through the many options and making informed decisions. For the over 600 Medicare recipients living at the PHA, many informational sessions, in Spanish and English, were held at all the high rises, individuals were sought out, and staff worked one-on-one with residents to get them this valuable benefit. The regular work of the Resident Services Coordinators, specifically the assessments and the health education sessions, provided the framework for the Medicare Part D enrollments to be successful.

The promise of social services in the PHA is tempered by the reality of staff reductions. Just five years ago, the Supportive Services staff, besides the full-time Supportive Services Manager, consisted of five full-time Resident Services Coordinators, one full-time

Living Skills Coordinator, two part-time Meal Site Managers, one part-time medical transport driver, one part-time housekeeper, one full-time Nurse Practitioner, one part-time Bilingual Medical Case Manager, and one part-time Registered Nurse. Now, there are only four full-time Resident Services Coordinators, one full-time Living Skills Coordinator, and two part-time Meal Site Managers. This is noted not by way of complaint but to take into account the realities that accompany fewer staff.

First of all, it is obvious that not as much work can be accomplished. This can be seen in the lower numbers recorded below in the data. A second reality is that the needs do not go away even though there are fewer workers to meet them. Even when problems are solved for residents, new people with new problems are moving in. Last Fiscal Year, there were 185 new residents (a 15% turnover). To meet those demands, the division has to maintain good surveillance of residents' needs and constantly prioritize work. Further, collaboration with other agencies and providers becomes more critical in responding to needs with fewer PHA resources.

Much can be accomplished in social services at the PHA because of our staff's unique relationship with residents. Getting desired results is more challenging with fewer resources.

### **Elderly / Disabled High Rises**

In the Fiscal Year 2006, Resident Services Coordinators completed 738 individual assessment/service plans for the residents of the elderly/disabled high rises. Working from these annual Assessments and Service Plans, 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. Overall findings from the Assessment/Service Plans are summarized below using the assessment categories.

These figures give an accurate portrait of the elderly/disabled residents of the PHA. There are not significant changes from last year. Some slight increases can be noted in the percentage of those who do not speak English and those with no health insurance, while there are decreases in residents with no primary doctor, dentist, or eye care. Changes from year to year may be due to RSC intervention or simply from turnover of residents.



## □ LANGUAGE

- 32% of residents do not speak English
- 13% of residents rate their reading ability, in the language they speak, as "poor"
- Of these, 40% want to improve their language skills
- 20% of those who do not speak English would like to learn

## □ INCOME

- Average Yearly Income: \$7,200
- 10% of residents have no income
- 5% of residents are employed
- 7% of residents are interested in paid employment
- 55% receive Food Stamps

## □ HEALTH

- 2% of residents have no primary doctor
- 47% have not seen their primary within the last year
- 12% have no health insurance
- 14% have no prescription coverage
- 94% have no dentist
- 85% have no eye care
- 17% are treated for mental illness (national prevalence is 12% of population)
- 17% have diabetes (national prevalence is 6% of population)
- 36% have high blood pressure
- 8% have asthma
- 11% have heart disease
- 20% have arthritis

## □ BASICS

- .2% of residents reported having no food in the house
- .1% reported eating one meal a day
- .8% had furniture needs
- .9% had hygiene difficulties
- 2.5% need bus pass

## □ LIVING SKILLS

- 3.4% of residents need assistance with at least 2 of the ADL's or IADL's

## □ INTERESTS & SUPPORT NETWORKS

- 8.1% of residents expressed interest in a particular activity
- 16% report being involved with a community organization, club, association or agency
- 21% of residents report being active in a church

- 9% have no family contact

## Specifics of the Work

This past Fiscal Year, the Supportive Services Division lost one full-time Resident Services Coordinator and two part-time workers (Bilingual Medical Case Manager and Bilingual Outreach Worker). This 25% reduction in staff has changed the way work is done in the division. Less can be accomplished and what is attempted must be the most urgent and important. The population of the high rise buildings continues to change: 47% of the residents are Hispanic (as opposed to 35% five years ago), there are more immigrants from Liberia, and there seem to be more disabled younger people moving in to the buildings.

These various trends spell different demands on staff. Even with the 25% decrease in productive time mentioned above, the number of individual residents served did not decrease drastically. Some categories that are more time-consuming or less urgent do suffer from having fewer staff. Five of the six fulltime workers in the division are bilingual Spanish-English; this has also helped staff be able to be more productive since they can serve almost all residents without an interpreter.

Refer to Tables 14, 15, and 16 to see the numbers of individuals served, the number of contacts, and the number of contacts in a sampling of the more important service categories for the last five Fiscal Years.

Table 14. RSC Resident Contacts

Year	Total Number of Individuals Served by Resident Service Coordinators
FY 2002	1,230
FY 2003	1,093
FY 2004	1,053
FY 2005	1,067
FY 2006	1,003



A Senior pair



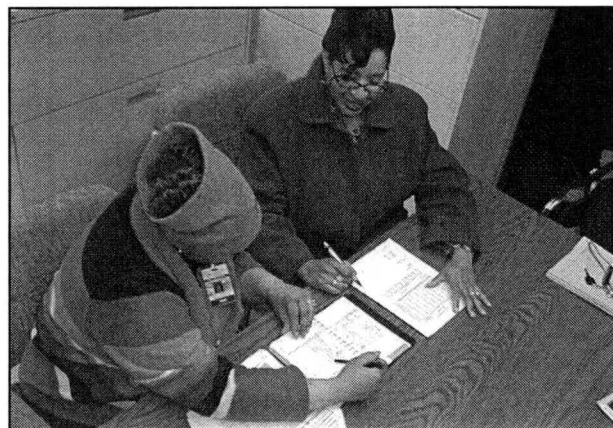
Table 15. Multiyear Comparison of Service Delivery at the Highrises

	Health	Work with Other PHA Depts.	Benefit Acquisition	Financial Management	Employment	Legal Assistance	Counseling	Emergency Needs	Socialization Events	Language/Literacy	Living Skills	Support Networks
FY 2002	-	1,352	912	575	-	423	3,374	463	-	-	-	-
FY 2003	3,374	1,037	933	582	-	352	3,225	399	330	494	458	606
FY 2004	1,647	1,190	1,315	918	-	385	2,050	391	220	640	512	655
FY 2005	1,396	1,067	1,080	607	-	232	1,979	283	175	499	419	374
FY 2006	1,098	1,061	868	421	148	177	702	102	521	926	103	167

Table 16. Multi year Comparison of Service Units at the Highrises

Year	Number of Service Units in Crisis Intervention, Counseling, Advocacy, Information & Referral
FY 2002	13,899
FY 2003	13,622
FY 2004	11,141
FY 2005	9,051
FY 2006	8,325

#### □ HEALTH SERVICES



Outreach workers from Social Services

With the closing of the Lifespan clinics that were established at three of the buildings, plans were being formed for next Fiscal Year to strengthen health education, target essential direct services offered in the high rises such as flu shots and various screenings, and increase nursing presence. These initiatives will require more collaborative efforts. The PHA already has well-established relationships with many area health care providers: URI Colleges of Nursing and Pharmacy, St. Joseph's Hospital School of Nursing, the Promotoras de la Salud program at ChispA, the Women & Infants' Family Van, the Blue Cross/Blue Shield Medical Van, Travelers' Aid, The Poverello Center, St. Joseph Hospital Diabetes Center, Family Services, Inc., Office

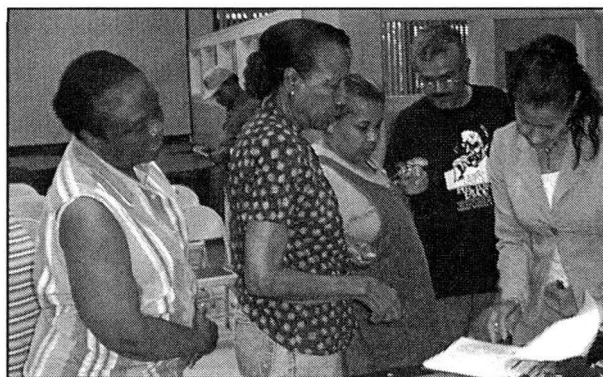
of Minority Health, the RI Department of Health, The Providence Center, and the Samaritans.

Table 17. Delineation of Healthcare Services Delivered at the Highrises

Category of Medical Service or Activity	FY 2003 Events or Participants	FY 2004 Events or Participants	FY 2005 Events or Participants	FY 2006 Events or Participants
Lifespan Clinic Visits	571	571	596	388
High-Rise Screenings and Education	572	816	305	388
Flu Clinic Shots	318	218	-	297
RSC Health-Related Service Units	1,982	1,647	1,396	1,098
Medical Transport	140	125	135	136
<b>Total</b>	<b>3,583</b>	<b>3,377</b>	<b>1,531</b>	<b>2,307</b>

#### □ LIVING SKILLS UNIT

Orientation for the new tenants of the elderly/disabled buildings was given at breakfasts to which all residents were invited. This was a way to introduce new tenants to the larger group and to give basic information to more people. Preparation for Community Living Class orients and instructs prospective Family Development tenants. Fire Safety is also a major part of the Living Skills program at both the family and elderly/disabled sites. The Housekeeping Support Program has been revived and the numbers served should increase.



New residents attending an orientation breakfast

Table 18. Living Skills Statistics

	Total PCL Class Attendees	Elderly/Disabled Orientation	Safety Presentations	Housekeeping Support Program
FY 2002	364	N/A	N/A	N/A
FY 2003	349	N/A	N/A	N/A
FY 2004	297	102	414	278 visits
FY 2005	324	517	992	5 visits
FY 2006	236	257	204	94 visits

#### □ CONGREGATE MEAL SITES

PHA staff supervise Rhode Island Meals On Wheels congregate meal sites at Dexter Manor (700 meals served monthly) and Carroll Tower (400 meals served monthly). There is also a meal site at Hartford Tower (500 meals served monthly) staffed by the Hartford Park Community Center. At both Dexter Manor and Carroll Tower, residents enrolled in the Senior Employment Training Program through a partnership with SER-Jobs for Progress are assistants at the meal sites.

#### □ HEALTH EDUCATION

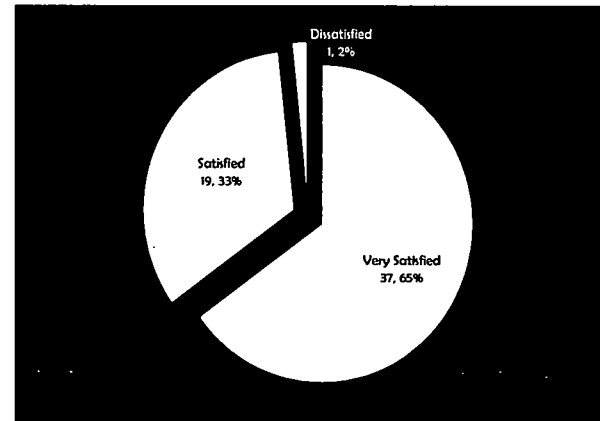
The Chad Brown Health Center has been a wonderful partner in providing Health Education, particularly at the Family Sites. Each month, professional staff present at tenant/management meetings and/or at 50 Laurel Hill Avenue.

#### □ MATERNAL HEALTH

December of 2005 saw the conclusion of a very successful partnership with the RI March of Dimes, through one of their Local Community Grants. The program was called *FirstCheck*. Six hundred and ninety women of child-bearing age were visited and interviewed regarding their access to and use of health care and their knowledge of the effects of lifestyle on the fetus. Bilingual Outreach Workers educated and distributed literature, and, made referrals to health care providers and other community agencies. At the same time, a great deal of useful information has been gathered that can direct PHA staff efforts.

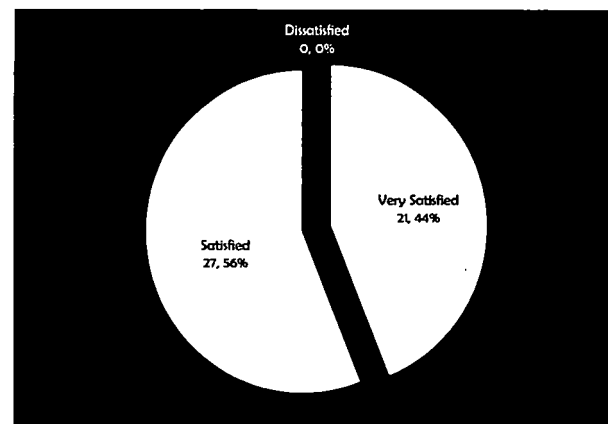
#### □ RESIDENT SATISFACTION

Figure 8. Assistance by Resident Service Coordinator



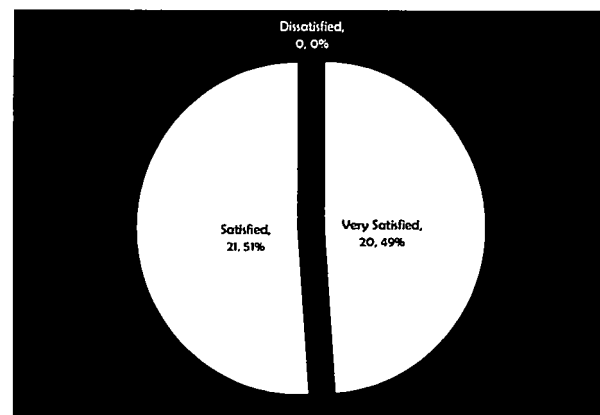
98% of residents are very satisfied or satisfied with the work of the Resident Services Coordinators

Figure 9. Health Education Presentations



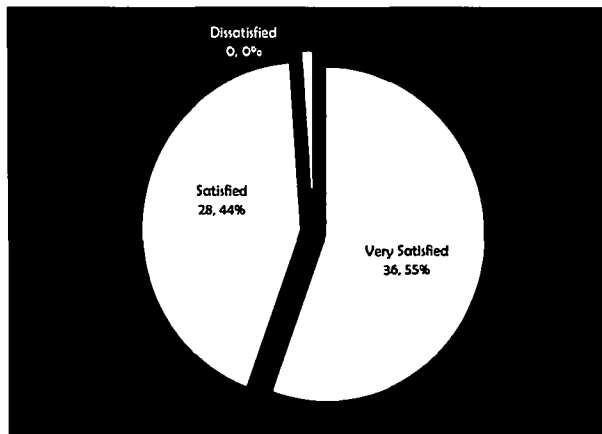
100% of residents are very satisfied or satisfied with the Health Education Presentations

Figure 10. On-site Medical Services



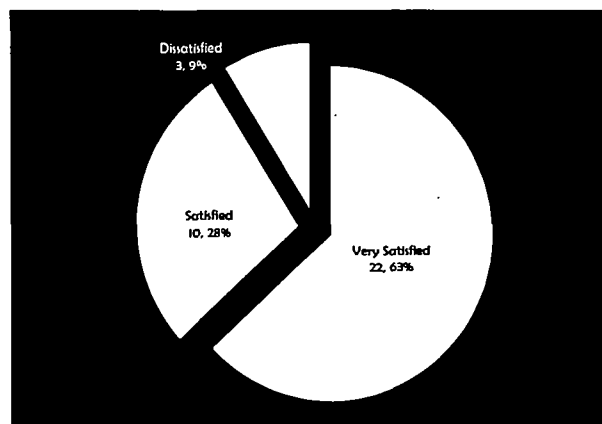
100% of residents are very satisfied or satisfied with the on-site Medical Services

**Figure 11. Living Skills Programs**



100% of residents are very satisfied or satisfied with the Living Skills Programs

**Figure 12. PHA-Sponsored Social Event or Trip**



91% of residents are very satisfied or satisfied with PHA-Sponsored Social Events and Trips

### Positive Outcomes

Success in social services is hard to define and even harder to showcase. Often, the struggles that residents go through with the help of Supportive Services staff are personal or, sometimes, embarrassing and not meant to be disclosed. While success may mean the world to the particular resident, his or her story may seem trivial and uninteresting to others. For some residents, "success" means survival: having basic necessities, being able to communicate with a doctor, obtaining needed prescriptions, getting a bus pass, dealing with family members who exploit them, and the like. Other residents have modest goals that staff can help them attain. The following stories (identifying information is changed) relate some of the positive

outcomes brought about by the work of Supportive Services staff.

#### □ ADELE C.

Adele had moved in to the Providence Housing Authority in 2002 after living at the YMCA for some years. She always kept to herself and there was nothing remarkable in her assessment except that she suffered from diabetes and had had a long hospitalization for complications from the disease just before moving in to the PHA. The Management Aide and a resident in the building expressed concern for Adele to the RSC and she investigated. Elaine was bedridden with an infection in her foot but stated that she was communicating with a doctor and needed no help. After a few days, though, the RSC became more concerned and insisted on entering her apartment at which point she found Adele in a terrible state. The RSC called the rescue and they brought Adele to the hospital where she lost part of her foot but her life was saved. Family, from whom Adele was estranged and whom she kept out of her life, were found and a niece was engaged in Adele's care. Adele's apartment was cleaned and re-furnished by the niece and family, and home care was set up so that Elaine could come home and continue to live independently, although now with much more support in place.

#### □ JUDY R.

For years, Judy was a fixture at the high rise, helping at the meal site and participating in the monthly excursions. She became ill one night and was taken by rescue to the hospital where, unfortunately, she died that night. No one was notified and it was not until tenants wondered about her whereabouts to the RSC that she was able to determine what happened. The RSC notified family and assisted in the family's disposing of her belongings and arranging for the funeral. Additionally, the RSC organized a delegation of tenants to go the graveside service for Judy and to conduct a memorial service for her at the high rise community room so that tenants might express their grief for and fond remembrance of Judy.

#### □ GEORGE L.

Confined to a wheelchair after debilitating strokes, George has been living a marginal life in one of the buildings with help from a daughter. He was connected by the RSC to the meal site, but she knew more support was needed. Supportive Services staff had heard a presentation on a new all-inclusive care for the elderly program called, PACE and so the RSC contacted them to assess George. He was the perfect

candidate but there were the obstacles of qualifying for Medicaid and also convincing George and his family that this would be beneficial. The RSC facilitated George's receiving Medicaid and worked with the family to try out the PACE program. George is enjoying the program and his quality of life has greatly increased because of his participation in it.

□ **JANET C.**

The Medicare Part D program had a lot of glitches as it was "rolled out," but in the end it has proven to be a great benefit especially for those, like Janet C., who had no prescription coverage at all. Janet had not been taking all; her prescribed drugs for some time because she could not afford it. The RSC reviewed Janet's medications (she was prescribed 12 different drugs) and sat with her to outline her options in the Medicare Part D Program. Janet chose a program and was enrolled. She is now taking what has been prescribed. Also, the RSC prompted her to question the doctor about some of the medicines prescribed – there seemed to be duplication. Janet will further review and learn about her medications when the URI College of Pharmacy visits her building in the near future.

## YOUTH PROGRAMS DIVISION



*Community Outreach Performing Arts Program (COPA) "Arts & Crafts"*

In 2005 America's Promise named Providence one of the 100 best cities for children to live. This designation was based almost entirely on the city's efforts to develop a system around out-of-school time. Happily, the PHA's division of youth programs has been in step with this process since the planning stages and an active partner with the Providence After School Alliance (FASA) in shaping this new system. As with all such projects, this has been slow work, but in the past year we have been able to see the rewards of a system to standardize and measure quality in after school programs as well as support advanced training and professionalization in the field of youth work. During the year, four Resident Service staff members completed the PASA sponsored Boston BEST initiative, the goal of which is to introduce all youth workers to the theory and practice of youth development as well as promote a common language and framework for youth serving organizations.

Despite these exciting developments in the world within which our programs exist, the shape and nature of our own work changed very little. This may be because we had already been moving in this direction for several years. Much of the new theory and systems building has been more reaffirming than revolutionary. It will indeed shape our thinking and goal setting for the upcoming years and we are encouraged that growth in the field will lead to further funding for the programs that are necessary in our neighborhoods.

In the past year we served 273 youth ages 6-17 from five public housing developments. This represents a mere 18% of the approximate 1500 youth between those same ages residing at the PHA. But at a current capacity of 130 participants at any one time, we have been lucky to have reached so many.

Operating the program last year required over \$500,000 from 10 different funding sources. This

amounts to a per participant cost of \$3,846 which is quite reasonable considering that the average family could spend at least \$4000 for daily after-school care plus eight weeks of summer camp. It is also quite reasonable when looking at the long term trend. The per-participant cost has not increased significantly despite increases in wages and cost of living.

**Table 19. Cost per Participant in Youth Program**

Year	Average Cost per Participant
2001-2002	\$3,173
2002-2003	\$2,851
2003-2004	\$3,851
2004-2005	\$3,724
2005-2006	\$3,846

Demographically, the program has also not changed significantly. The growth of the Hispanic population within our program has been steady over the last few years, and mirrors the growth within our own developments. The numbers served by site are almost identical in percentage to our enrollment cap percentages by site. One notable demographic change is the increase in middle school participants whose numbers were almost equal to those from grades 3 to 5, our traditionally most popular age group. This trend can be linked to our participation with PASA, which has focused all its efforts on serving a greater number of middle school youth, as well as the financial support from the Governor's Justice Commission who funded the PHA to market its program to and better serve middle school youth.

**Table 20. Youth Program Demographics – FY 2006**

Category	Number	Percent
<b>SITE ENROLLMENT</b>		
Chad Brown	82	30%
Coddling Court	51	19%
Hartford Park	85	31%
Manton Heights	55	20%
<b>RACE/ETHNICITY</b>		
Hispanic	188	69%
African /American	60	22%
Mixed Ethnicity	7	3%
Native American	5	2%
Other/Undisclosed	13	4%
<b>GRADE IN SCHOOL</b>		
1-2	57	21%
3-5	93	34%
6-8	89	33%
9-12	34	12%
<b>Gender</b>		
Male	131	48%
Female	142	52%



The Boston BEST Initiative teaches that high quality youth programs will contain an array of Services, Supports and Opportunities. Services are resources of knowledge or goods provided FOR youth. Opportunities are activities and responsibilities taken on BY youth. Supports are things done WITH a young person, such as counseling, tutoring or

mentoring. Our program, like many after-school and recreational programs in the city, grew out of a service oriented approach. Nevertheless, when assessing our own program offerings, it has been encouraging to see the wide variety of services, opportunities and supports within the program. Below is a chart depicting all the programs offered in the past year

**Table 21. Youth Program Offerings**

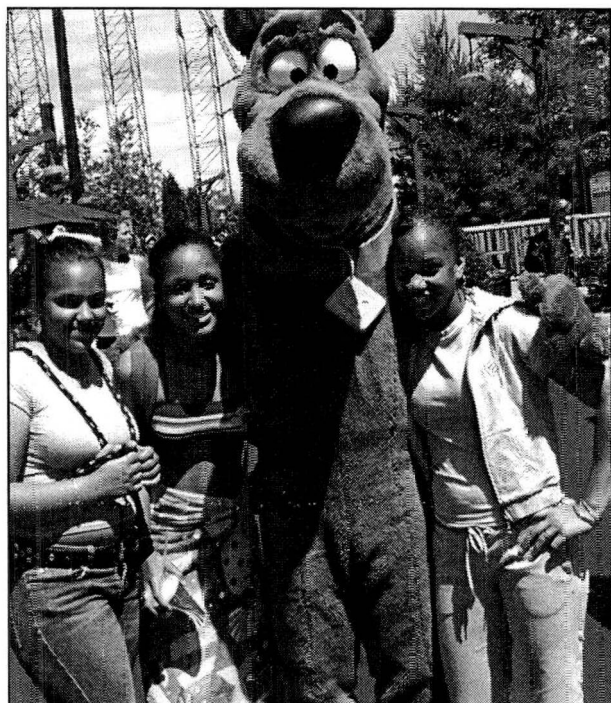
Category	Activities	Average Monthly Unduplicated Participation
Substance Abuse Prevention	<ul style="list-style-type: none"> <li>• I Can Problem Solve</li> <li>• Weekly Botvin Life Skills Training Classes</li> <li>• Creating Lasting Family Connections</li> </ul>	103
Academic Programs	<ul style="list-style-type: none"> <li>• Homework Help/ Tutoring</li> </ul>	122
Computer Programs	<ul style="list-style-type: none"> <li>• Computer Club</li> <li>• Drop-In Lab</li> </ul>	143
Sports	<ul style="list-style-type: none"> <li>• Boy's Basketball</li> <li>• Girl's Basketball</li> <li>• Football</li> <li>• Girl's Softball</li> <li>• Summer Sports</li> <li>• Sports Instruction</li> </ul>	54
Arts, Cultural and Community Programs	<ul style="list-style-type: none"> <li>• COPA</li> <li>• Girl Scouts</li> <li>• Service Opportunities (Earth Day, Senior Citizen Dinners, etc)</li> <li>• Hip Hop Dance</li> <li>• Poetry/Performance and Film</li> <li>• PC Pals</li> <li>• Teen Leadership (summer employment, event planning)</li> <li>• Yoga</li> <li>• Cooking Classes</li> </ul>	128

### **Substance Abuse Prevention**

This year we were awarded a second Substance Abuse Prevention Grant through the RI Department of MHRH. The Community Based Substance Abuse Prevention Grant was aimed at serving the "Life Skills" needs of program participants, ages 6 to 11, and their families. This funding went directly to facilitating two different life skills curriculum, Botvin Life Skills Training, and I Can Problem Solve. This grant, along with the State Incentive Grant that funds our Creating Lasting Family Connections Program, has made it possible to serve every youth and parent in our program, offering practical life skills training for youth and family management counseling for parents. Furthermore, these grants include professional evaluation to help us assess our efforts in affecting the attitudes and behaviors of the young people we serve.

### **□ Creating Lasting Family Connections**

This was the second year of operating the Creating Lasting Family Connections Program. We again partnered with Family Services of RI to facilitate the curriculum which is designed for youth, ages 12 and up, and their families. The goals of the program are to increase family communication and personal knowledge around the issues of substance abuse so that families can establish and enforce clear expectations around the use and abuse of substances. This year's program built on the success of the previous year. Last year, 7 families completed the entire 15 weeks, but this year we had 13 families and many other individual youth finishing. In total, 48 individuals completed the program and logged over 1500 hours in classes. This is almost double the results of the first year. The PHA is awaiting a decision by the federal government that will determine if the program will be funded for a third and final year.



*Girls with Scooby Doo at Six Flags Theme Park*

**Table 22. CLFC Participant Hours FY 2006**

Site	Adults	Youth
Chad Brown	80	664
Hartford Park	402	604
<b>TOTAL</b>	<b>482</b>	<b>1268</b>

#### □ BOTVIN LIFE SKILLS TRAINING

Youth in grades 3 through 5 participated in the Life Skills Training (LST) Program. This program was funded by MHRH through the Community Based Substance Abuse Prevention Program. LST is a program that is nationally recognized by the Center for Substance Abuse Prevention (CSAP) and the Substance Abuse and Mental Health Services Administration (SAMHSA). Life Skills Training (LST) is a program that seeks to influence major social and psychological factors that promote the initiation and early use of substances. It works on three personal skill areas that can promote healthy decisions; drug resistance skills, personal self-management skills, and general social skills. In the past year, youth program participants participated in over 900 service hours in LST classes. This program was also evaluated by independent evaluators from Rhode Island College. Evaluations included pre and post testing as well as focus groups discussions. Results from this evaluation will be available in late 2006.

#### □ I CAN PROBLEM SOLVE

I Can Problem Solve (ICPS) was the newest curriculum in our Substance Abuse Prevention line-up. This program offered a refreshing approach to SAPE by empowering young children (grade 1 and 2) with the skills to resolve their own conflicts. In shorts sessions, children played games to learn ICPS vocabulary. The vocabulary they learned then set the foundation for analyzing problems and devising solutions. The program is more than a class but a way to manage conflict within the after school program. It is a very ambitious program and will require a few years of careful implementation to show the greatest impact. Nevertheless, staff and youth have been incorporating its ideas within daily program interactions. Parents were also quite interested in the program and attended eight weeks of it companion parenting class, Raising a Thinking Child. In total, parents and youth logged nearly 300 hours participating in these two classes.

#### Academic Assistance

The PHA youth program continued its focus on supporting school success. Each site offered home work help time for an hour each day from 3 to 4 pm. Participants were encouraged to bring homework from school or offered educational worksheets to complete. Computer labs were also open at these times for youth interested in doing research for a class or for typing a paper. The table below shows the hours youth devoted to homework time. Clearly, numbers in the program category soared this year. This is a result of staff's efforts to promote the importance of school success but also a sign of how many youth were in true need of assistance with their school work.

**Table 23. Attendance at Homework Help Sessions FY 2002 – FY 2006**

Site	YTD Attendance 2001-2002	YTD Attendance 2002-2003	YTD Attendance 2003-2004	YTD Attendance 2004-2005	YTD Attendance 2005-2006
Chad Brown	763	747	919	921	773
Coddling Court	1,838	1,331	1313	1482	1772
Hartford Park	1,101	613	948	608	1828
Manton Heights	1,276	961	1897	864	2018
<b>TOTAL</b>	<b>4,978</b>	<b>3,652</b>	<b>5,077</b>	<b>3,875</b>	<b>6391</b>

### Computer Programs

This year, staff tried a new approach to computer programs in order to respond to youth who were no longer staying engaged in computer club, but still banging down the lab doors for drop-in time. In previous years, almost every youth was enrolled in computer club, but this year we limited enrollment to only those who were willing to commit to the whole session of classes fall-winter or winter – spring. This brought down our numbers considerably, but allowed us to offer more attentive instruction to those who really wanted to participate. We offered a variety of learning activities this year including a new segment on making Power Point presentations. The table below

depicts the activities offered in computer club as well as the skills they aim to teach.

In addition to the traditional computer club, the CRS offered, for the first time, a digital music class. Youth ages 12 and up were invited to register for the class where they learned to use computer equipment to lay down beats and then record raps to accompany them. Many youth who had strayed from traditional computer club were eager to try this. By the end of the year, they had produced a CD with a few short raps created and performed entirely by the youth in the program.

**Table 24. Weekly Computer Club Activities and Skills Areas**

Activity	Microsoft Word	Microsoft Publisher	Accessing/Searching the Internet	Typing	Downloading a file or photo	Microsoft Power Point	Using Word Art	Using a Template	Using Clip Art/Photos	Formatting borders and text	Using Multi-Media Software
Picture Key Chains		•			•				•		
Mouse Pads	•		•				•				
T-Shirts	•		•		•				•		
Introduction to Computers	•										
Learning the Keyboard				•						•	
Navigating the Internet			•								
Using E-Mail			•	•							
Power Point Presentations				•		•		•	•	•	
Black History Collages	•		•	•	•						
Greeting Cards		•		•				•	•	•	
Intro to Web Design	•			•				•			
Burning CD's											•

**Table 25. Attendance at Computer Club**

Site	YTD Attendance 2001-2002	YTD Attendance 2002-2003	YTD Attendance 2003-2004	YTD Attendance 2004-2005	YTD Attendance 2005-2006
Chad Brown	541	569	505	336	293
Codding Court	296	592	449	406	220
Hartford Park	225	624	330	426	364
Manton Heights	581	722	753	396	260

Drop-in lab was booming this year with a total of 11,000 attendance hours logged. Computer lab assistants made available smaller activities such as making greeting cards, calendars or collages available to participants to help direct their time to the most constructive activities. Nevertheless, online games, listening to music and looking for pictures of their favorite celebrities were still the most popular activities in drop-in. To enable the staff to better monitor web usage, a new system called Net Support School was installed at each computer lab this year that enabled the lab staff. From their own computers, staff could block participants from restricted sites.

### Youth Sports

Youth Sports continued to be one of the most popular offerings, clearly reflected in youth satisfaction surveys. This year we had an array of league sports and also weekly activities held at each site to encourage fitness and the importance of physical activity. The sports coordinator sponsored an all PHA obstacle course competition to engage youth who are reluctant participate in team sports. This was a great success with over 40 entrants from all sites.



*Students participating in the Youth Sports program*

The sports coordinator also worked with the Olneyville Community Schools by offering athletic instruction to 25 William D'Abate students at Manton Heights. Most of the students were residents of Manton or Hartford who had never been in our programs before. This was a great opportunity to meet and interact with more resident youth in a center that gets very little use.

**Table 26: PHA League Sports**

Team	Description	Record
Boy's Football	Edgewood Eagles Varsity	12 wins 2 losses National Champs
	Edgewood Eagles Jr. Varsity	5 wins 3 losses
	Edgewood Eagles Pee Wee	6 wins 3 losses Division Champs
Boy's Basketball	Providence Rec Ages 14 -16	9 wins 2 losses Division Champs
Girl's Basketball	Providence Rec Age 11-13	9 wins 2 losses League Champs
	Providence Rec Ages 14-16	11 wins 0 losses League Champs
Girls Softball	Silver Lake League Age 10-12	10 wins 5 losses

### Arts, Culture and Community Programs

The category of Arts, Culture and Community Programs is by far the broadest of our five program categories. Although some activities such as COPA and Girl Scouts have been standard among all programs, most of the offerings in this grouping are set up on the site level and vary by the interest of the youth and staff. Besides our computer programs, this program grouping has the highest number of average unduplicated participants by site with a monthly average of 128. It is also where youth have the greatest chance to find an opportunity to dream, explore their interests, discover a talent or become a leader.

**Table 27: Arts, Culture, Community Programs**

Program	Visual Arts	Performing Arts	Mentoring	Leadership & Community	Health & Wellness
COPA	●	●			
Hip Hop Dance		●	●		
Theater & Film					
Girl Scouts			●	●	
PC Pals			●		
Gardening				●	●
Yoga					●
Cooking Classes					●

Highlights from these programs included:

- In COPA alone, youth logged over 1000 hours participating in visual and performing art classes run by student volunteers from Brown University. This year we saw some of our highest caliber teaching we have had in many years.
- Youth from Chad Brown logged over 800 hours with student mentors from Providence College. They were able to travel to the PC campus weekly and engage in activities with their mentors. For years, this had been a favorite activity for Chad Brown participants. On PC Pal day, almost all other activity comes to a halt because of the popularity of the program.
- Thanks to a RI State Council on the Arts Grant, older youth from Hartford Park worked with Artists from the Providence Black Rep and The Carriage House Dance Theater. Their activities culminated in a superb performance of dance theater and film held live at the Carriage House Stage.

- We continued our relationship with Yoga Instructor Sat Kartar Kaur Khalsa this year with 18 weeks of Yoga classes at Hartford Park. Participants from 6 to 16 flock to this class which fosters stress reduction and mindfulness.



Jordan participating in student activities during Black History Month

#### Youth Survey

All youth participating in the PHA After School Program were given the opportunity to rate the programs in early May, by filling out a Customer Satisfaction Survey. In total, 98 youth responded to the survey and shared their feelings on the program. Two new questions were added this year: "What was your favorite after-school activity this year?" and "Is there anything you'd like to be different about the youth program?" The responses to the first question varied from gym to theater, computers and yoga. Although there were the highest responses for computers and athletic activities, the variety in the responses shows the continued need to offer the broadest selection of programming to suit the interests of all participants. Participants were very clear about what they wanted. Many wanted more field trips and extended program hours, including field trips. Many participants at Chad Brown stated they wanted cleaner bathrooms and vending machines.

The following charts show the responses to three major survey questions, Overall Satisfaction, Program Safety and Staff Helpfulness. Satisfaction was high with over 95% responding positively for each question.

Figure 12. Overall Satisfaction

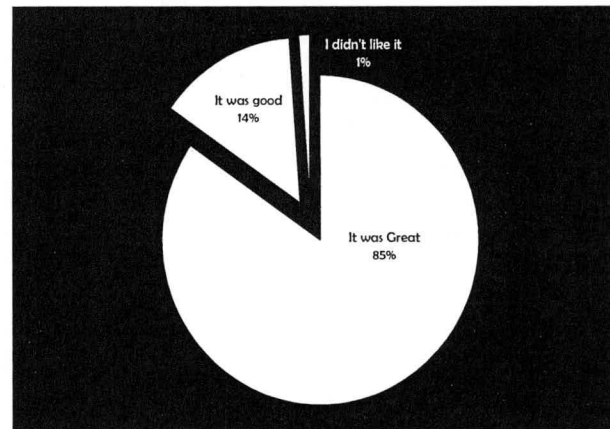


Figure 13. Safety at the Community Center

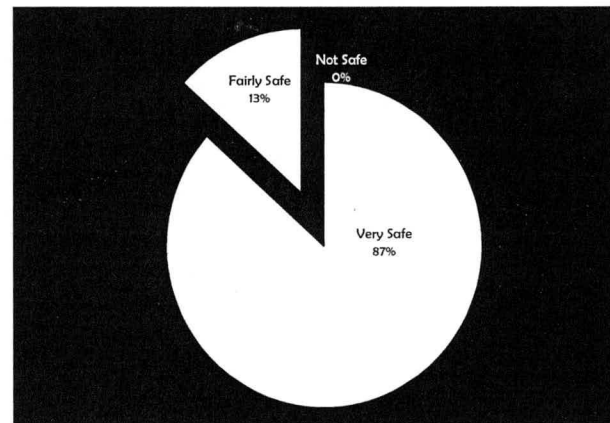
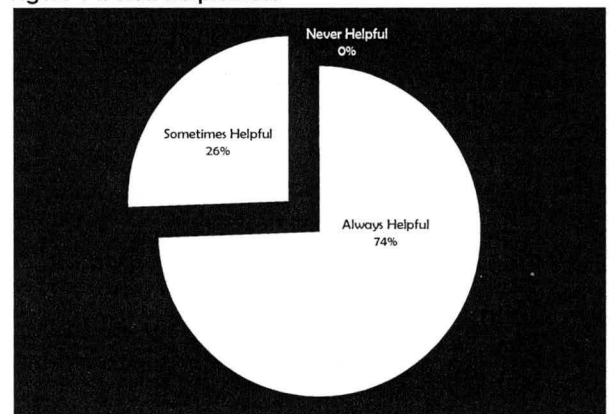


Figure 14. Staff Helpfulness





### **Parent Survey**

Parents of all participants were offered an opportunity to rate our programs in June of this year. Thirty six parents accounting for 56 participants responded to the satisfaction survey. Over half of reported being involved with our programs for three or more years. When asked to rate their level of satisfaction with the PHA Youth Programs, 97% stated they were either satisfied or very satisfied. Parents rated the substance abuse prevention programming as the individual program they were most satisfied with. This year's survey asked, for the first time, why parents had enrolled their children in the program. They were offered 5 choices: It's a great program, The location is convenient, It's free, I use it as childcare, My children wanted to go. The responses were split in half between "It's a great Program" and "My child wanted to go". Not one parent listed childcare needs as their #1 reason for program enrollment.

### **Positive Outcomes**

In the summer of 2005, two quite young teenagers, Ana and Jonathan, joined the summer program at one of our community centers. They seemed unlikely participants, a little older than our typical summer enrollee and much quieter than the majority of our participants. AND they were willing to do anything! Their mother enrolled them for the first time after hearing about the program in her PHA ESL class. Mom, a very protective parent was a bit skeptical at first and worried about negative influences from other youth. But, she knew her children needed some freedom and a chance to release their energy during the summer.

Summer went so well that Mom enrolled them again in the Fall. They not only participated, but Mom signed up to attend the Creating Lasting Family Connections Program and subsequently maintained perfect attendance.

Ana and Jonathan took the opportunity to participate in many new activities. Ana liked Girl Scouts and Computer Club the best. Jonathan learned to play dodge ball and basketball for the first time. They both participated in a film project through our connection with the Providence Black Rep. Jonathan discovered he had a talent for filming. Ana discovered she didn't want to be on film! Throughout the year, these two young people have thrived and staff have noticed how they have broken from their shells. Also, Mom learned how important it was to let go. By the end of the year, both had received awards for excellence in Computer Club and planned to join the summer program, with

their six year old brother. Jonathan took his film experience one step further and was looking at options for working as a camera operator for his film teacher.

Soon this wonder family will be moving to a Section 8 apartment, with all the help and support of case managers in the FSS program. At that point our relationship will end; nevertheless, it shows how much can be accomplished in one short year when a family is fully engaged in programs offered through our department.

# Department of Housing Management

## DIRECTOR'S OVERVIEW



*Housing Management Staff at a quarterly departmental training*

Public housing in the United States is currently home to several million people, and demand remains high in our city. In FY 2006, the department accepted 1,303 new applications for public housing. Our regular public housing waiting list contains 814 applicants, while there are 3,484 applicants on our pre-application list.

The management of the department-and the housing authority as a entity- is about to undergo substantial changes. Beginning in July 2007, all housing authorities are required to switch to asset-based management. This requires us to implement project-based management and budgeting. Whereas in the past, all housing authorities prepared one, centralized budget, they hereafter will need to prepare a budget for each site. The Providence Housing Authority is currently reviewing and in the process of implementing asset/property based management.

The Housing Management Department is preparing for our new funding method and responsibilities that goes with it. We have established (AMP) Asset

Management Projects and forwarded the information to HUD, which they have approved.. These AMPs are development groupings that are cost centers for HUD to fund. Our groupings are the same as our previous development groupings, but the development numbers become one number for each grouping instead of several. As an example: Our previous system based on HUD regulations called for Admiral Terrace, Chad Brown, and Sunset Village to be referred to as RI00100 1-1, 1-0, 1-7. The reason for this is linked to the approval of HUD funds to build each development. Now all three developments are referred to as RI001000001P (AMP #). With our new AMP numbers in place the PHA has 9 development groupings. Another part of implementing project-based management is the Executive Director is working on a departmental reorganization. The roles of our Managers and Maintenance Foremen will change. Management may supervise maintenance staff and get more involved in budgeting and planning in their developments.

The Housing Management Department currently has 30 permanent employees. This is the same staffing level as last year. Staffing has remained consistent over the past several years in the department. The highlights are: a manager resigned her position this year and another will resign in early FY07. Our departmental structure remains the same with four Divisions, however, this may change soon.

- Administrative
- Family Development Management
- Elderly Development Management
- Resident Selection

Housing Management staff has many years of professional housing experience and knowledge. The formal education level of Housing Management staff consists of 4 BA degrees (13.3%), 5 Associate degrees (16.7%), and another 13 Housing Management staff members with some college (43.3%). A total of 8 HM staff has a high school diploma or GED (26.7%). A



total of 16 (12 last year 40%) persons (53.3%) on our staff are bi-lingual. The languages include English, Spanish, Creole, and Portuguese. The majority of management's staff is women (28-93.3%). The racial breakdown is as follows: 6 (20%) White, 9 (30%) Black, and 15 (50%), Hispanic.

HUD reduced our budget this year, and PHA staff were required to take furlough days (one week off without pay) to help balance the budget. This contribution by staff allowed us to maintain our current staff level without layoffs. It also meant we lost work hours (one week of work for each employee). During this time the Housing Management Department was able to meet or exceed our departmental goals.

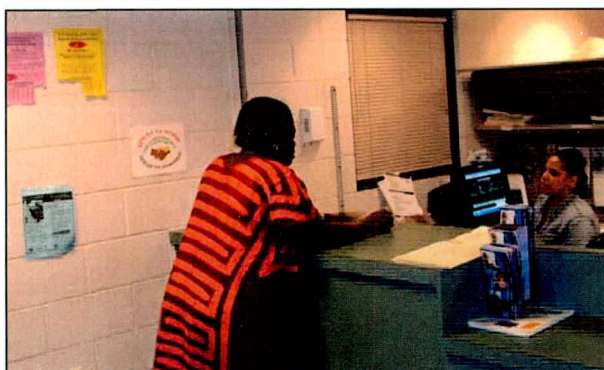
Our occupancy levels remain high with 2,572 families housed as of June 2006. In FY 2006 we offered 463 families the opportunity to lease a unit. We leased 380 families during the year, and vacated 302. We transferred 71 families during the year and still have a total of 326 families waiting to be transferred to a new unit. We also evicted 30 families this year.

In FY 2006 the Department of Housing and Urban Development (HUD) continues to improve their systems to collect data. They are also improving the way PHAs collect data as well. They have increased efforts to monitor the public housing program.

The Public and Indian Housing Information Center (PIC) system continues to change. Because third-party income verifications have become increasingly more difficult to get, HUD has negotiated with outside agencies to allow housing programs to have direct access to electronic databases with resident income. The Enterprise Information Verification (EIV) system is now the main system of verification for PHAs and allows individual PHA employees direct access to tenant income information directly from the source. We are required to get Up Front Income Verifications (UIV) if they are available. The hierarchy of verification methods is as follows:

- Highest - Level 5, Upfront Income Verification, is computerized income matching.
- High - Level 4, Written Third Party, is mailed, faxed, or e-mailed directly to an income source.
- Medium - Level 3, Oral Third Party, is contacting a source of income by phone or in person.
- Medium Low - Level 2, Document Review, is reviewing original documents, award letters, bank statements etc...
- Low - Level 1, Tenant Declaration, is a signed affidavit or notarized statement from the resident.

In FY 06 HUD has added a new hires databank which allows PHAs to get information on residents who are new employees of a business. A new (national) drug prescription plan was implemented this year and management staff is required to verify drug plan information and possibly adjust rents based on the information received. With access to all this information HUD is now requiring PHAs to hold annual EIV Security Training. Each PHA must safeguard the information they receive electronically. Internet access and passwords have been assigned to management employees. Reports generated from the EIV system must be stored in safe places in each office. A written procedure is now in place on how to use this information and how destroy it. Identity theft is a crime on the rise. On a personal level and professional level we must protect sensitive data. We receive income data, social security numbers, and other family information to enable us to properly do our jobs, but we could cause our tenants harm if not properly handled. All employees who have access to tenant data must sign a user agreement that states "I understand if I fail to follow any of the PHA's standards, I may be subject to disciplinary action and/or prosecution. The willful disclosure of EIV data can result in a felony conviction punishable by a fine up to \$5,000 and/or imprisonment up to five (5) years". With the new HUD information systems in place they are auditing the PHA and challenging information we provide them. We provide them with reports on tenant rents based on our files and information we verified (third party). They provide the PHA with reports on income discrepancies and want answers as to why our information does not match theirs. In many cases, family income has changed and is currently being verified by the PHA. HUD is requiring us to match the social security numbers in their system and will not allow the PHA to enter data for a family until we correct the SSI number discrepancy. HUD will continue to conduct Rental Integrity Monitoring (RIM) reviews of the Housing Management Department. This allows HUD staff to



*A Codding Court Resident being assisted by office staff*

directly review tenant files and policies. They make sure the information we are reporting is accurately reflected in our tenant files. Computer matching of information is great, but nothing replaces the personal touch of a staff person doing a visual inspection of the files.

Departmental training is conducted quarterly. The department director and a manager presents at each session. This year training was held on the following topics:

- Income Verifications, EIV,UIV,PIC,TASS
- Departmental Reporting Requirements
- Roles and Responsibilities of Management
- The PHA Lease
- Correcting HUD Discrepancies Reports
- PHA Salesmanship
- Admissions Policy and Application Process
- Rent Calculations
- Information Security (EIV)
- Report Writing
- Confidentiality Agreements
- Community Service Rule
- Future Training Needs

These training sessions are an opportunity for the entire Housing Management Department to get together and discuss departmental housekeeping and other important issues. Federal regulations and procedures continue to change and so does how we conduct business. Our annual training schedule reflects these changes and helps improve the quality of our work.

### **PHM Certifications**

In FY 2006, a total of 10 (33%) Housing Management employees are Public Housing Management (PHM) certified by the National Association of Housing and Redevelopment Officials (NAHRO), or Nan McKay Associates. HUD requires employees managing 50 units or more of subsidized housing to have a management certification. All PHA Managers have been certified. It is a departmental goal to have the entire department staff certified. The PHA pays for this training and certification but requires the employee to pay to re-take the exam if they fail it. They have an option to pay the PHA the cost of the training and exam and not re-take it. This option is only available to management employees who are not required by HUD to have this certification. This year no new certifications were earned. We expect to send a few Housing Management employees to the next local PHM certification session.

### **Community Service Requirement**

HUD requires families living in Public Housing that are not employed or in school to complete eight hours of Community Service a month. PHA Staff monitor the hours of service performed by each eligible family member. Volunteering their time will help residents gain experience and make them more employable. If a family member does not comply with the Community Service Requirement, the family's lease will not be renewed and they are required to move out of public housing. Management staff is working with families who are not in compliance and having them enter into agreements to bring them into compliance. Our goal is to avoid having families forced to move out of public housing for failure to comply. Some families volunteer their time to their development's Resident Association and assist them by passing out fliers and organizing meetings in their development.

### **Marketing Efforts**

Public housing in the United States is home to several million people and in the City of Providence is home to 2,572 families as of June 2006. Demand remains high for our units and we ended the fiscal year 06 with 99.2% of our available units occupied. The public housing program is the nation's oldest and most extensive housing program which provides decent and affordable housing for families, elderly persons, and people with disabilities who have very low incomes. Public housing developments are operated by 3,050 public housing authorities containing more than 1.2 million units. The public housing stock is shrinking as more and more units are demolished and not replaced at the same rate.

Our marketing needs have diminished because the housing market has changed. Private market rents, mortgages have gone up and have increased the need for affordable housing. We adjust our Marketing Plan as needed and advertise in only one local Hispanic newspaper. We track how our applicants are referred to the PHA. We find that our current residents are the number one reason that people give for how they heard of the PHA.

### **Rent Collection**

Management had a good year for collections. FY 2006, the department exceeded our overall collections objective and collected 95% of our outstanding charges (goal is 94%). In our family developments, the rent collection objective is 92% or greater and they achieved 94% collections this year. In our



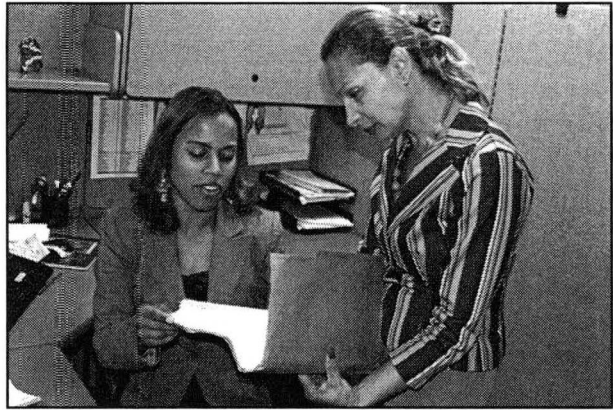
elderly/disabled developments our goal is 94% or greater and they achieved 97% collections.

The Director of Housing Management meets with our Managers and discusses strategies to improve collections. In FY 2006 we evicted 30 families, which are 35 families less than the previous year (65), and still achieved our collections goals. Evictions are costly to both the tenant and the PHA. We must try to keep our legal fees down, and the costs related to preparing a unit to lease. This will be very important to a development's success when asset/property based management is implemented.

### Economic

Our average rent in FY 2006 increased to \$253.00 per month. This number was adjusted for utility allowances which are included in our scattered sites and Dexter Manor II rents. In FY 2005, our average monthly rent was \$237.00, (\$16. increase in FY 06). Our current average tenant charges are over \$640,000.00, per month. Rents represent approximately 44% of the PHA's entire operating budget. Managers are working to improve collections methods. It is important for managers to collect rents on time each month. Notices to late paying tenants must go out on time. If a manager allows a tenant to get a few months behind in their rent their ability to pay in full is decreased. Partial payments leave balances that are carried over and added the next month's collections.

## RESIDENT SELECTION OFFICE

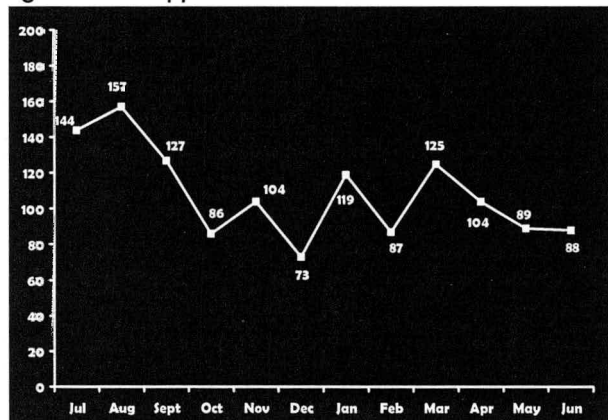


*Mila Gonzales (Clerk Typist) and Aida Rodriguez (Program Representative)*

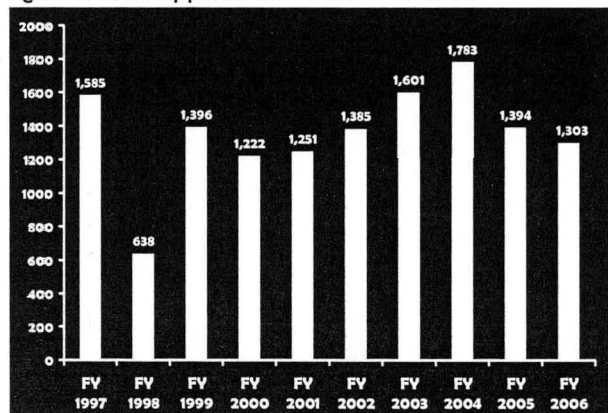
### Applications

A total of 1,303 new applications were received this year, a 7% decrease from last year's 1,394 new applications. The family waiting list continues to be open through a pre-application process. As of June 30, 2006, there were 3,484 families on the pre-applicant waiting list. An additional 2454 have been transferred to the active waiting list or withdrawn for failing to respond to appointment and/or update letters. The waiting list for the elderly/disabled developments has remained open to all qualified applicants.

**Figure 1. New Applications Received FY 2006**



**Figure 2. New Applications FY 1997 – FY 2006**





### Waiting List

At the end of FY 2006, there were 818 individuals and families on the PHA's waiting list. This is an 11% decrease from 919 in FY 2005. All single individuals applying for the high-rise buildings are initially categorized as zero bedrooms. However, many of these applicants choose to wait for a one bedroom unit. Applicants for efficiencies and one-bedroom units make up 32% and 24% of the waiting list, respectively. Applicants waiting for two-bedroom units and three-bedroom units comprise 21% and 16% of the waiting list. Six percent of the applicants on the waiting list qualify for four-bedroom units. Only one percent is applying for five-bedroom units.

Figure 3. Waiting List by Number of Bedrooms FY 2006

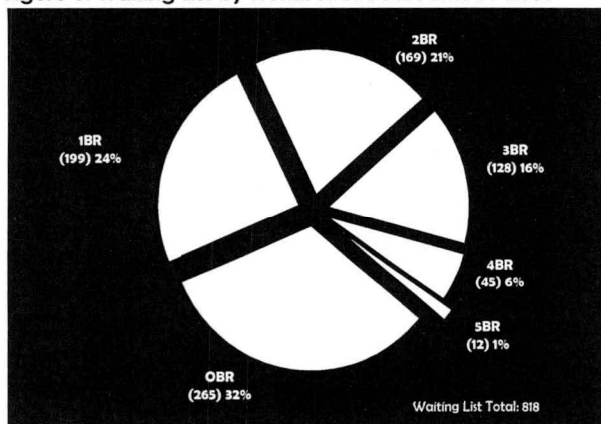
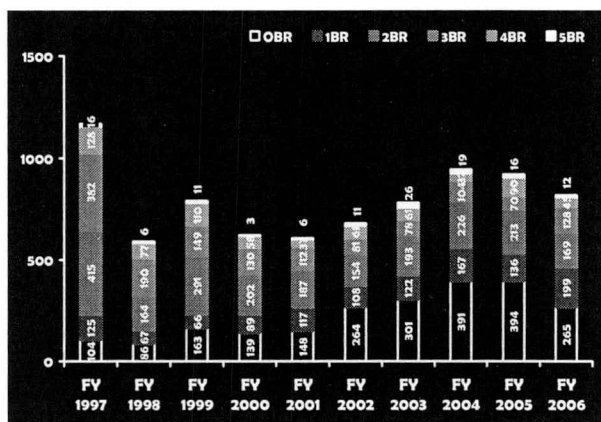


Figure 4. Waiting List by Number of Bedrooms FY 1997 – FY 2006



Families presently comprise 50% of the applicants on the public housing waiting list. This is a 6% increase from last year. The family waiting list is only open through a pre-application process. Applicants waiting for the family developments are integrated to the active waiting list according to the anticipated availability of units. Affordable housing is scarce and families, 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.

The waiting list for the elderly/disabled developments remains open therefore; this waiting list continues to grow regardless of the availability of units. Currently most of these applicants wait over one year before being offered a unit.

### Applicant Interviews

The Resident Selection staff scheduled 2,292 interviews during FY 2006. This increase from the 1,673 scheduled interviews in FY 2005 can be attributed to the consistent scheduling of pre-applicants for integration. Family applicants are integrated to the waiting list as needed. The staff actually conducted 1158 interviews for prospective residents. An additional 1134 (49%) 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 2006

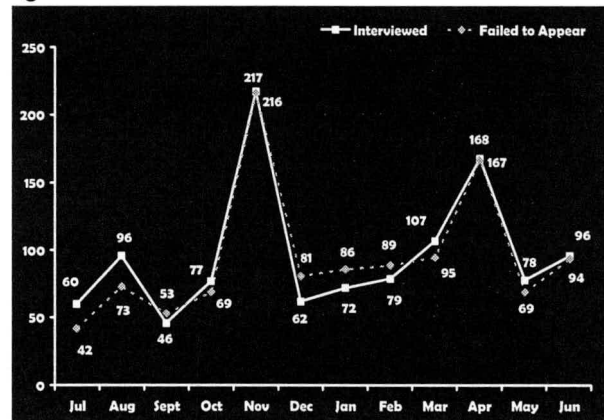
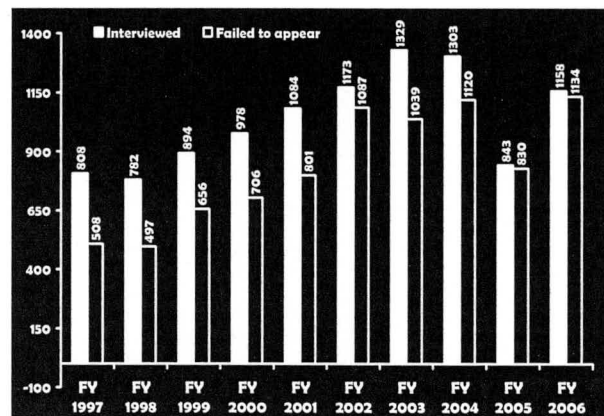


Figure 6. Interviews FY 1997 – FY 2006



## Home Visits

Home visits are an essential part of our screening process. 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 2006

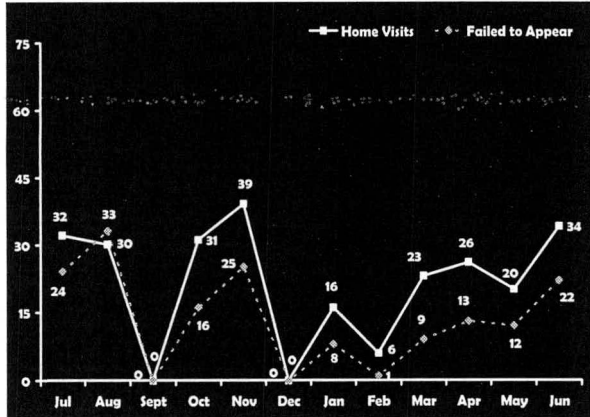
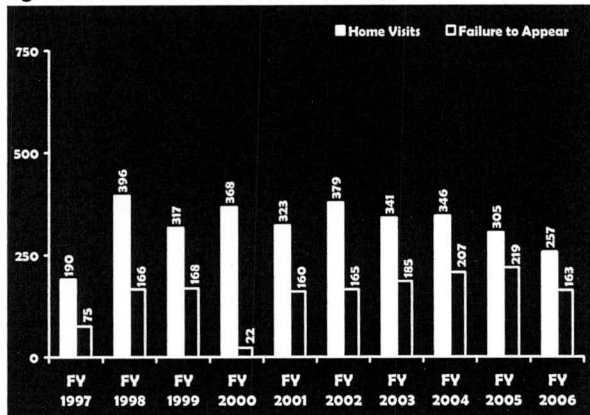


Figure 8. Home Visits FY 1997 – FY 2006



In FY 2006, the Resident Selection Office scheduled 420 families for home visits. Of the scheduled visits, 257 home visits were conducted and 163 (39%) 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 257 families visited, none were denied housing based on the housekeeping conditions observed on the homevisit however, 28 (11%) were denied based on 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 2006

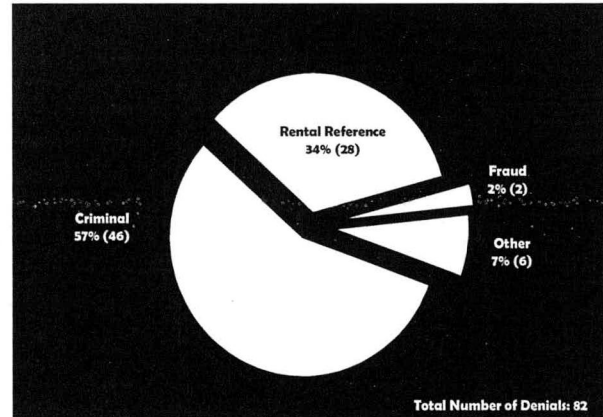
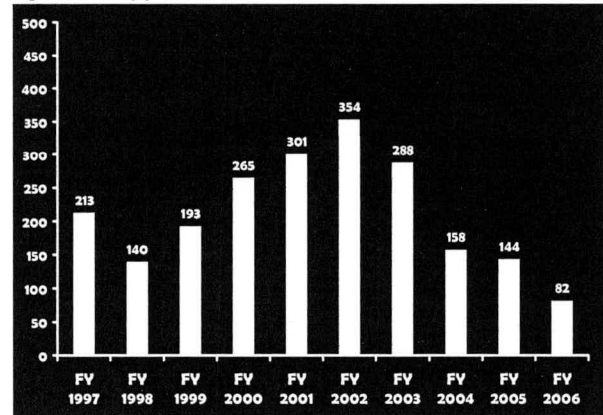


Figure 10. Applicant Denials FY 1997 – FY 2006



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 82 applicant denials in FY 2006, a 43% decrease from last year's 144 denials. During FY 2006, the PHA denied housing to 46 applicants based on his/her criminal record, accounting for 56% of all denials. Unsatisfactory rental references are another reason for an applicant to be rejected. In FY 2006, 34% of the 82 denials were for poor rental references. An additional ten 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 2006, the Resident Selection Manager conducted 61 informal conferences and reversed the initial determination of ineligibility in three 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 2006, only 6 denied applicants requested a formal grievance hearing. Of the six hearings conducted the panel upheld the PHA's initial ruling in two of the cases.

Figure 11. Formal Grievance Hearings Conducted/Upheld FY 2006

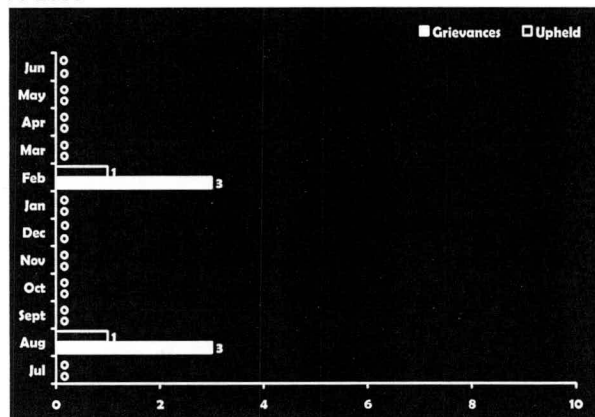
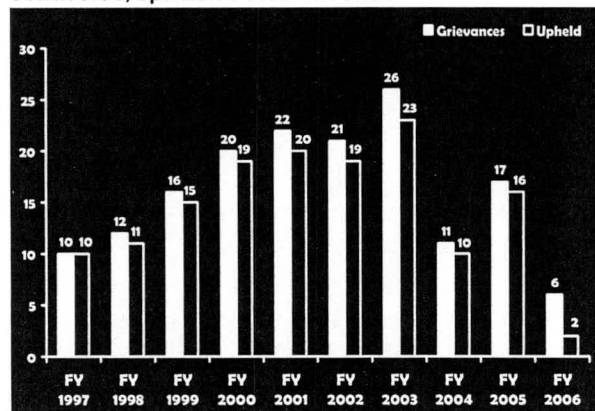


Figure 12. Formal Grievances Hearings Conducted/Upheld FY 1997 – FY 2006



### Preparation for Community Living

Applicants applying for the family developments 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 in a public housing community. This training is a mandatory requirement for all applicants applying for family housing. Those who do not attend the scheduled Preparation for Community Living Program are withdrawn from the waiting list for failing to comply with the screening process.

Figure 13. Informal Conferences: Conducted/Overturned FY 2006

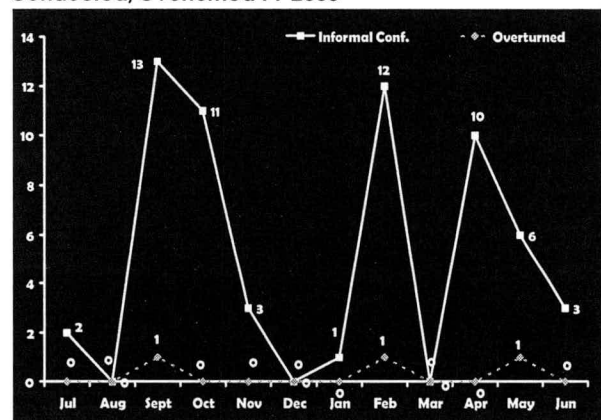
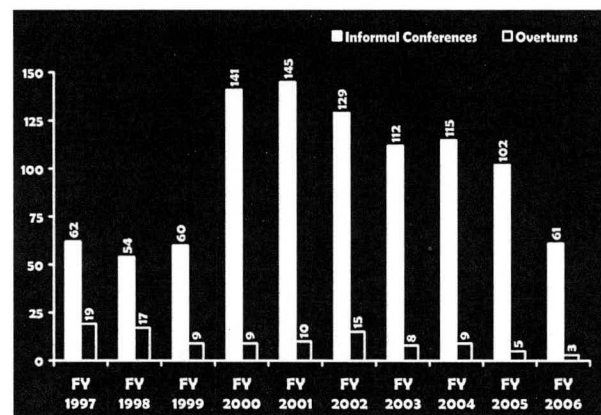


Figure 14. Informal Conferences: Conducted/Overturned FY 1997- FY2006

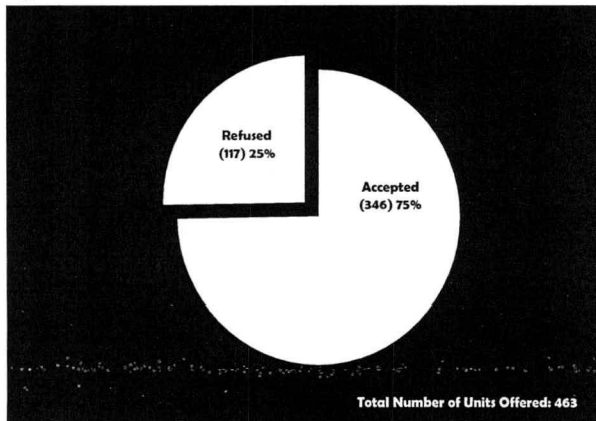


### Unit Offers: Accepted/Refused

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

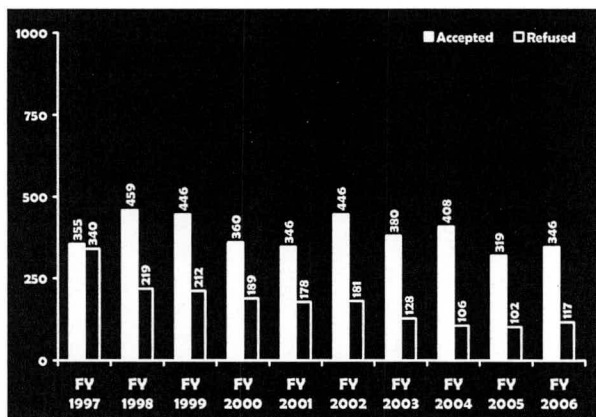
waiting list until a unit is available at the development of his or her choice.

**Figure 15. Unit Offers: Accepted + Refused FY 2006**



In FY 2006, the PHA offered 463 units to applicants on the waiting list. Of this number, 346 (75%) families/individuals responded and accepted units and 117 (25%) did not respond or refused units. An additional 7 applicant folders were remitted to the developments and returned for various reasons.

**Figure 16. – Unit Offers: Accepted/Refused FY 1997 – FY 2006**

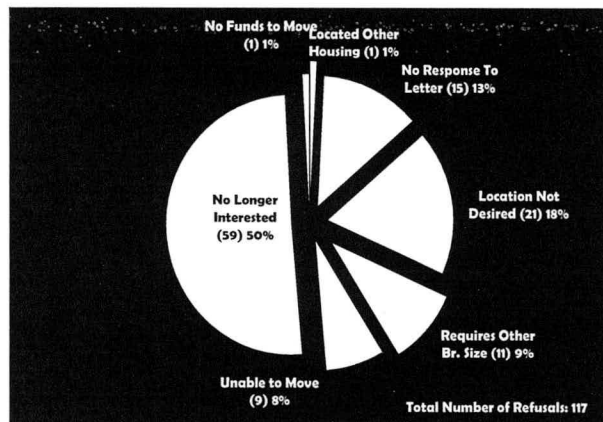


The pre-application process gives us the ability to control the number of applicants on our active waiting list. When the waiting list is manageable we are able to have personal contact with applicants as they approach the top of the waiting list and prepare them for their offer of public housing. This ability to keep our applicants informed of their progress on the waiting list has resulted in fewer refusals. There are other factors that may contribute to the decrease in refusals. Again, the long waiting periods and the lack of affordable housing discourage applicants from refusing the unit offered.

### Reasons for Unit Refusals

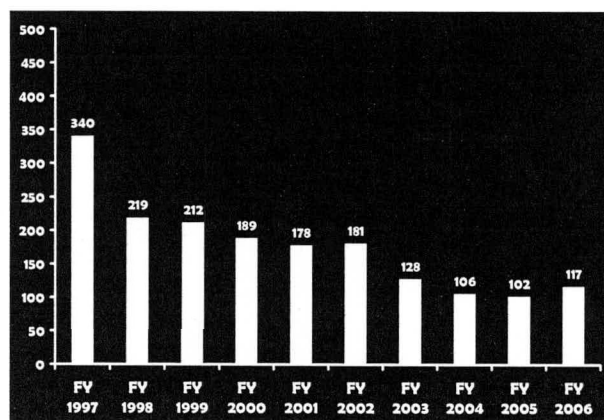
When an applicant refuses a unit or does not answer the Manager's notice of an available unit, the file is returned to the Resident Selection Office which tracks the reasons for the refusals on a monthly basis. Some applicants fail to respond to notification of apartment availability. Others find different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

**Figure 17. Reasons for Unit Refusals FY 2006**



The primary reason for unit refusal in FY 2006 was no longer interested (50%), followed by location not desired (18%). Thirteen percent failed to respond to the letter notifying them of an available unit and an additional nine percent required another bedroom size due to a change in family composition. Eight percent were unable to move. 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 1997 – FY 2006**





## OCCUPANCY DATA

The Housing Management Department leased 380 units and transferred 71 families during FY 2006 and with adjustments to our occupancy rate it remained at 98% occupied. Our occupancy rate in FY 2004 & 2005 was 98% occupied. The housing market in the City of Providence and state has remained stable with units available, but the costs are going up. The costs of buying a home have gone up. Mortgages are higher for new home buyers and the cost increases are passed on to the rental market. Increased rents make apartments less affordable. Family incomes have not increased to compensate for increased private housing costs. The PHA (over the past 3 years) continues to enjoy high occupancy rates and a large waiting list. There are more families looking for fewer affordable available units.

This fiscal year our pre-application waiting list decreased (from 4,227) by 743 applicants to 3,484. Our application waiting list decreased by 7%. The reason for the decreases are due to purging our list of families no longer interested in public housing and the number of families we integrate onto our active applications waiting list. The Housing Management Department's approved occupancy goal rate is 97% or greater of available units occupied. The occupancy goal is to be achieved on a monthly basis. This year our goal was achieved each month. If a Public Housing unit is offered to a family and they refuse it, their name drops to the bottom of our waiting list. A family can wait 3-4 years before they reach the top of the waiting list and are offered another unit. In FY 2006 management allowed 71 families to transfer units. This is an increase of 11 transfers above last year's total of 60 families being transferred. Transfers are expensive to the PHA and have 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. In June of 2006 we ended the fiscal year with 326 families waiting to be transferred. Last year during the same period we had 317 families waiting to be transferred.

Figure 19. Lease Rate FY 2006

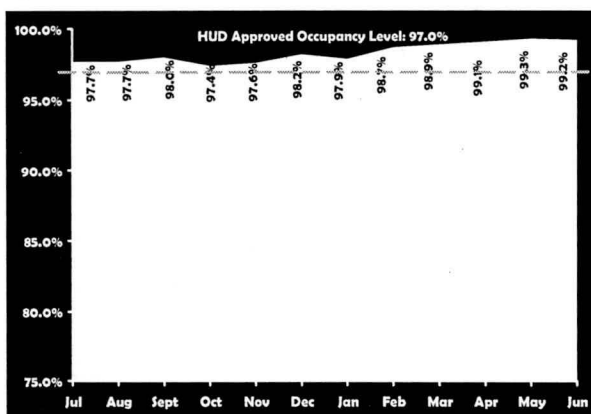
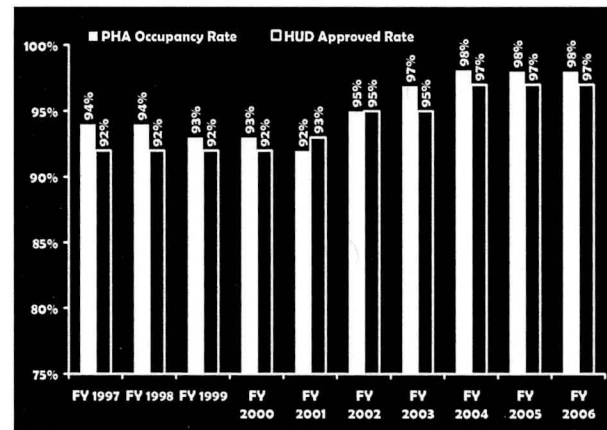


Figure 20. Occupancy Rate Compared to HUD Approved Level FY 1997 – FY 2006

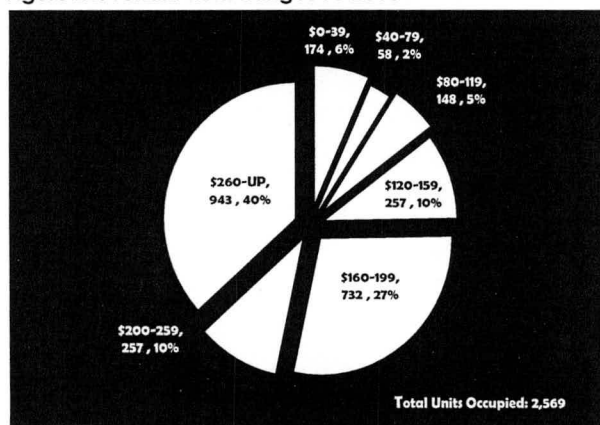


In FY 2006 HUD's approved occupancy rate is 97%. The approved occupancy rate has remained the same over the past 3 years. The Housing Management Department has achieved the HUD-approved goal 9 of the past 10 years. Figure 20 illustrates that over the course of 10 fiscal years, occupancy has not fluctuated more than 6%. Management's consistent efforts to lease units have allowed the PHA a steady occupancy rate. In the coming year management must try to improve this rate. Our hope is to collect 100% of all outstanding balances in the month they are due.

## Rent Distribution

PHA rents range from our minimum rent of \$25.00 To \$1,797.00 per month which is our top flat rent for a 7 bedroom apartment. The highest monthly rent actually paid to the PHA is \$900.00 per month. Rents in public housing include utilities and are based on a family's income. The PHA is required annually to offer all families an opportunity to pay a flat rent. If a family's income-based rent is more than our established flat rent for their bedroom size, the family will typically chose 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 flat rent schedule is up-dated to reflect increases or decreases in Fair Market Rents (FMR). Flat rent is offered to a family even if the flat rent is higher than their income based rent. A family's income is verified each year during a recertification period. At that time they are given an opportunity to choose a flat rent or income-based rent (30% of a family's annual adjusted income).

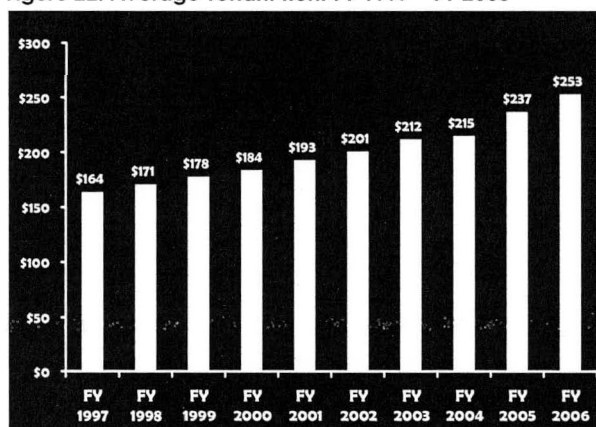


**Figure 21. Tenant Rent Ranges FY 2006**

In FY 2006 our largest rent range increase was an additional 80 families paying between \$160.00 and \$199.00 per month. Rents amounts, from \$0 to \$39.00 per month increased by 35 in FY 2006. Our largest and only decrease was in the \$260.00 and up range. This range dropped this year by 52 rents. Residents continue to increase their incomes and even with a drop in our highest rent paying category our average rent increased. HUD's new on-line income computer matching systems have helped housing authorities get more correct data when calculating a family's rent. By cross checking information to determine if the information we are using is up-to-date allows the PHA to challenge information provided by the tenants.

FY 2007 will begin a new series of internal office audits of PHA tenant files, office procedures and goals. The Director of Housing Management will review tenant information and make sure the latest federal regulation changes are implemented properly. He will review the enforcement the Community Service Rule. It requires residents who are not working or participating in educational/vocational training to volunteer 8 hour per month. They must volunteer time to a non-profit organization. A non-renewal clause has been added to our tenant lease. If a family member does not comply with community service rule requirements the family's lease will not be renewed. HUD requires the PHA to track income information and have a Deconcentration Policy. HUD does not want housing authorities to concentrate families with the same income levels in one development. The information collected is reviewed annually and is used to improve our marketing efforts and attract families from different income ranges. The PHA has only one waiting list preference. It is to house working families in 25% of our new admissions. This happens naturally so we have no needs to skip families on the waiting list. Working families tend to have higher incomes and

this helps to drive our average rent up and increases our higher rent ranges. This year our average rent increased by \$16.00 dollars.

**Figure 22. Average Tenant Rent FY 1997 – FY 2006**

In FY 2006, 174 families rent amounts fell into our lowest rent range, between \$0 and \$39 per month. This range includes families claiming no income. These families pay the PHA's minimum rent, which is currently \$25.00 per month. If a family claims they have no income they are required to explain how they pay a phone bill or if they have a vehicle how they buy gasoline. A family can have money, but not income which is what is used to calculate tenant rent. Management will use income verification computer matching and other verification methods to try and find unreported income.

**Table 2. Rent Distribution FY 1997 – FY 2006**

Year	Rent Payment \$0 - 39\$	% Change Previous Year	Rent Payment 260\$ +	% Change Previous Year
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%
FY 2004	210	-8.3%	743	12.8%
FY 2005	139	-33.8%	995	-33.9%
FY 2006	174	25.1%	943	-5.2%

#### Unit-Turn-Around

In FY 2006 management's unit turnaround time was 8.7 days. Housing Management's objective is to achieve a unit turnaround time of 10 days or less. 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 is the number of days between the time a unit is vacated and the time it is given to the Facilities Management Department to prepare for leasing. Lease up days begin when Facilities Management returns the unit to management, and ends when the unit is leased. Adjustments are made if the reason a unit cannot be leased is beyond management's control, units being used by the police for surveillance, Resident Association Offices, general office space or for modernization are not included in turnaround days. Our unit turnaround time goal is a monthly goal and was achieved 8 of 12 months (see table 3 below).

Table 3. Unit Turn Around FY 2006

	Facilities Management	Housing Management	Total Days
Jul-05	32.5	10.4	42.9
Aug-05	24.5	6.9	31.4
Sep-05	38.2	5.6	43.8
Oct-05	37.0	11.0	48.0
Nov-05	31.6	14.9	46.5
Dec-05	30.2	5.9	36.1
Jan-06	26.9	7.4	34.3
Feb-06	20.2	10.4	30.6
Mar-06	16.2	9.4	25.6
Apr-06	17.9	8.6	26.5
May-06	15.3	6.5	21.8
Jun-06	10.4	5.2	15.6
<b>Total</b>	<b>24.9</b>	<b>8.7</b>	<b>33.6</b>

## RENT COLLECTIONS

Management achieved a 95% collection rate in FY 2006 and each of the past 3 years. Management has been consistent and successful with collections. A 95% collection rate is 2% above our departmental goal of collecting 93%. The Housing Authority's approved budget level changes from year to year. Management must strive to collect all outstanding balances on time and minimize the loss of funds to the PHA. In our family developments the rent collection objective is 92% and in FY 2006 they collected 94%; the goal is 94% in the elderly/disabled developments and they collected 97%. The Director of Housing Management works with Managers to keep our collection levels high. We also work with agencies to identify tenant fraud and collect verification data electronically to reduce errors in rent amounts charged. If it is determined a tenant owes back rent they must repay the amount owed.

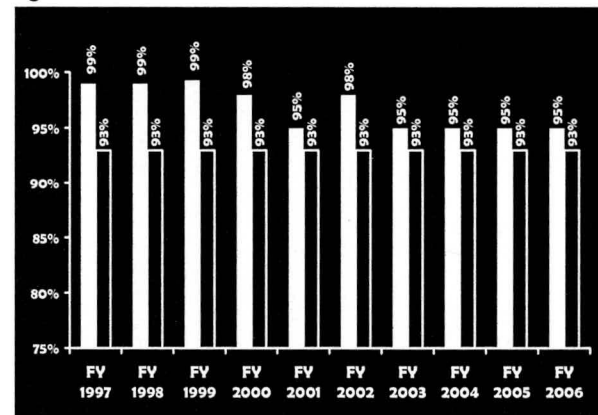
The Fraud Agreement Chart below (see table 4 below) shows our current automatic billing amounts and number of agreements.

Table 4. Fraud Agreements FY 2006

Development	Number of Agreements	Total
Chad Brown /Admiral Terrace /Sunset Village	28	\$35,585.93
Codding / Roger Williams / Scattered Sites	28	\$51,692.80
Hartford Park	66	\$91,292.79
Manton Heights	6	\$3,044.95
Elderly Developments	6	\$14,955.64
<b>Total</b>	<b>134</b>	<b>\$196,572.11</b>

\* Elderly Developments do not include, Hartford 335

Figure 23. Rent Collection Rates FY 1997 – FY 2006



## MANAGEMENT ACTION

### Evictions

This year has been an amazing year for legal activity. In FY 2006 we evicted 30 families. In FY 2005, 65 families were evicted from the Public Housing program, 35 more than this year. We had only 2 evictions for drug related activity. Last year we had 7. We resolved two major drug cases which were on appeal in the court system. These cases involved family members who moved out of the households. We resolved these cases (advised by our attorney) and entered into rent repayment agreements with both families. Under the PHA's "One-Strike" policy residents must initial a clause in their lease that prohibits the involvement with drug activity/use. The majority of evictions (21) were for non-payment of rent. PHA staff works with residents to try and avoid eviction because everyone loses when we evict a family. The family is instantly in crisis, and the PHA must pay a constable and moving company to move

the family out. Court costs have gone up and management is passing the costs on to the tenants. When we evict a family it results in vacant units which must be prepared for leasing. In FY 2006 our eviction moving costs have increased dramatically. To move a family in a 2 bedroom unit the moving company costs increased from \$525.00 to \$1,025.00. This cost is passed on to the tenant, and must be paid back to the PHA if the family wants to claim their household goods. If they do not claim the goods we do not get the money that it cost us to move the family out. The amount is added to the family's vacate balance. In an effort to avoid eviction, a Manager will enter into a court ordered stipulation which allows the family to stay under specified conditions. The Judge can agree to a stipulation, change it or make a decision with no consideration to a stipulation. In most cases, the Judge will enforce the stipulation if both parties are in agreement. Management tries to resolve issues so we do not need to go to court and ultimately evict a PHA family. This year minimum dollar limits were set (\$300.00 minimum for rent cases) to reduce the number of cases we bring to court. Attorney fees and constable charges can add up quickly if we do not pay attention to them.

Figure 24. Evictions FY 2006

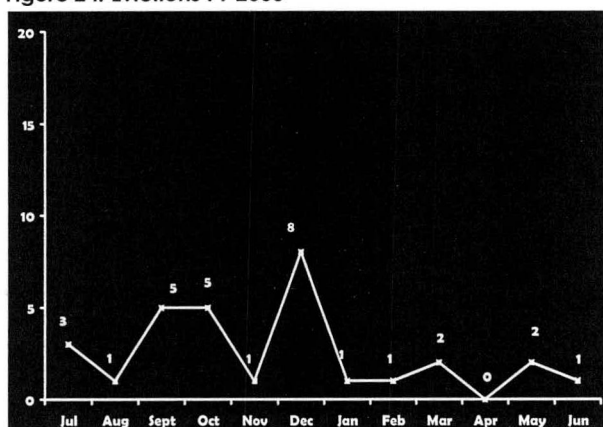


Figure 25. Evictions FY 1997 – FY 2006

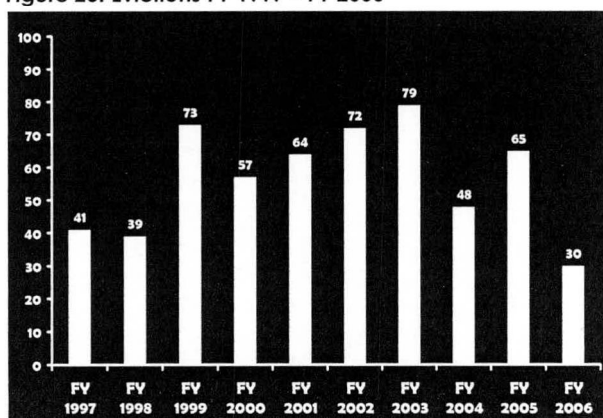
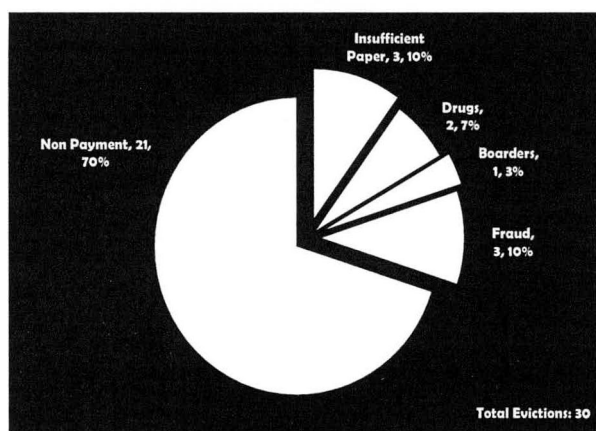


Figure 26. Reasons for Eviction FY 2006



### Eviction Actions

This year (FY 2006) we have tried mediation to avoid the need to take a family to court. If a family is in violation of their lease and mediation does not work, then the need exists to take a family to court, the Manager must determine what we (PHA) will accept as a solution: A court ordered stipulation or have them turn in their keys and move out. The head and co-head (signed the lease) of the household are commonly referred to in our lease as the "Tenant", and are responsible for all "Residents" (other household members) residing in the household. The tenant is also responsible for guests and friends who are on our property. The Manager schedules a meeting with the tenant and gives them an opportunity to explain why they violated their lease. This meeting gives the Manager an opportunity to listen to the tenant and determine if the violation is valid. A tenant may deny the violation or offer an explanation which may change the Manager's view. At this meeting the Manager expresses the importance of lease compliance with the tenant. If the Manager determines court action is necessary, the tenant is informed of the process. If a tenant has failed to pay rent for the first time in a year the Manager may enter into a rental agreement (one per year) with the tenant. Management staff will make every effort to avoid an eviction. If a family continues to violate their lease or commits a non-curable offense (One Strike-drug violation) it will result in a physical eviction. Applicants with a public housing eviction record are automatically denied readmission for one year, and if they are evicted for drugs, three years. The PHA will deny admissions to any family who owes the PHA or other housing authorities monies. Eviction action must be taken seriously because the next step is a physical eviction.

Table 5. Evictions FY 2006

Eviction Type	Number
Actual Court Judgment - Without Truck	9
Actual Court Judgment - With Truck	12
On Eviction, Vacated Without Court	9
<b>Total</b>	<b>30</b>

Table 6. Drug Related Evictions FY 1997 - FY 2006

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%
FY 2004	0/48	0%
FY 2005	7/65	11%
FY 2006	2/30	7%

In FY 2006 many PHA families have avoided eviction through successful mediation or negotiations in court. With only 30 families being evicted this year it marks this year as being the lowest eviction rate the PHA has had in the past 10 years. An average of 56.8 families has been evicted each of the past 10 years. Evictions for drug related activity decreased from 7 last year to 2 (6.6% of total) in FY 2006. Our "One Strike" policy has had an impact on families living in Public Housing. Management continues to make efforts to identify families who are involved in drug activity in our developments. Some families move before we take them to court because they want to control their departure from public housing. Some families wait until the truck is at the door. Management does work with families who have a family member involved in drug activity. We allow the family to remain in the unit if the family agrees to remove the household member identified as a drug violator. In FY 1997 we began to track the reasons for evictions to determine our success in removing families involved in drug activity from Public Housing. When a family is evicted for drug activity it is a success for the PHA, management and residents.

## MANAGEMENT FUNCTIONS

### Internal Audits

In FY 2007 the Housing Management Department will start a new schedule of auditing PHA management offices. In FY 2006, no management internal audits were conducted. A reduction of staff and increases in HUD requirements caused delays in completing audits as scheduled. Housing Management resident folders are being reviewed by office staff. The Department of Housing and Urban Development (HUD) estimates it over pays \$2.3 billion in annual subsidy and \$1.7 billion is due to administrative errors. They suggest that 60% of rent calculations in subsidized housing have some type of error. In an attempt to address these errors HUD does random on-site Rental Integrity Monitoring (RIM - Audit) Reviews. The PHA's tenant files have been reviewed and HUD had no findings, but a few areas of concern.

This Year (FY 2006) HUD has made changes to the Enterprise Income Verification (EIV) system. They have made it the umbrella system which incorporates other systems, PIC, TASS, etc... They have added a new hires database, and process to review a tenant's family quarterly income from the Social Security Administration, etc.... They are requiring PHAs to enter tenant recertification data (50058s) and maintain a 95% or greater submission rate. If the PHA fails to maintain the rate they will sanction (take money) the PHA. Any discrepancies identified with the information we submit must be corrected and reported to HUD. In FY 2006 HUD added the requirement to not allow the PHA to enter records into their system when the SS# does not match the one they have. This is a problem when we believe the SS# we are submitting is correct; we have a photo copy of the SS card.

The Director of Housing Management spot checks management offices and looks at reports and logs. The following are some of the areas checked:

- HUD Discrepancy Reports are reviewed
- Rent Re-certifications
- Tenant /Applicant Folders
- Tag/Tow Log
- Departmental Goals
- Rent Calculations
- Occupancy level
- Unit Turnaround Times



### Management Conferences

In FY 2006, management staff conducted 49,549 management conferences. This is a decrease of 2,270 management conferences under last year's total of 51,819 held. 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. These meetings are held daily to discuss problems, lease violations, unit maintenance, or just sharing information.

Figure 27. Management Conferences FY 2006

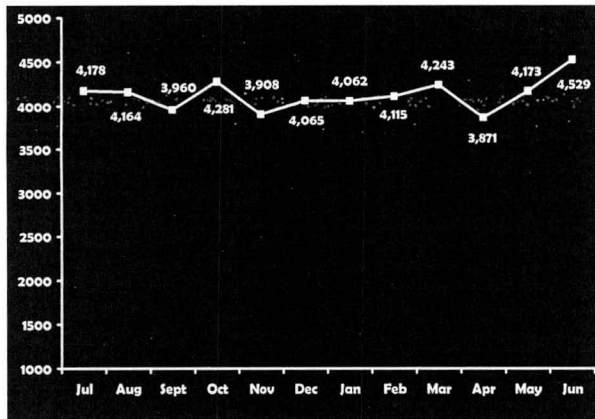
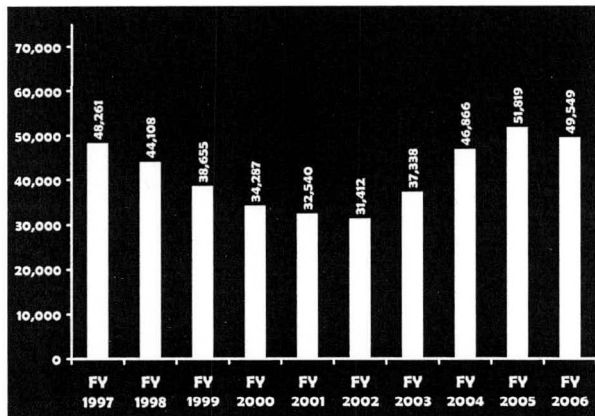


Figure 28. Management Conferences FY 1997 – FY 2006



### Vehicles Tagged / Towed

In FY 2006, 1350 vehicles were tagged in our developments and 225 towed. Most of the vehicles towed were tagged first and given 48 hours notice to remove the vehicle. Some vehicles are towed without notice. If they are blocking a dumpster or a student (non-resident) parking illegally they are not given notice before towing. Permanent parking passes are issued to each PHA development for disbursement. The parking passes are color coded with a two letter alphabetical prefix that identifies the issuing development. A numerical sequence helps to identify the resident. The PHA designates parking spaces for handicapped/disabled residents, but does not assign

parking at any development because residents would then expect management to resolve issues when someone parks in their assigned parking space. In an effort to improve our parking problems, Management strictly enforces our parking policy. In our family developments residents are authorized a maximum of two parking stickers per household and in our elderly developments they are authorized one per household.

Figure 29. Vehicles Tagged + Towed FY 2006

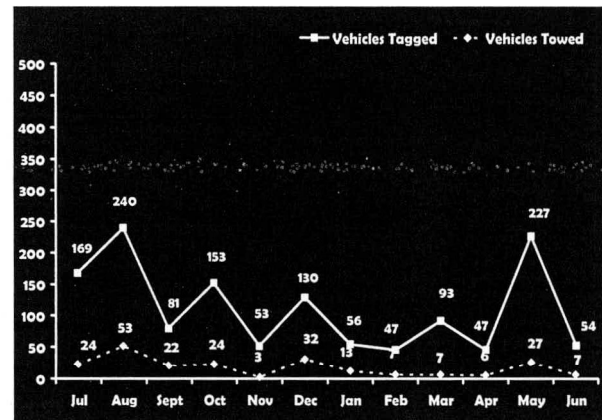
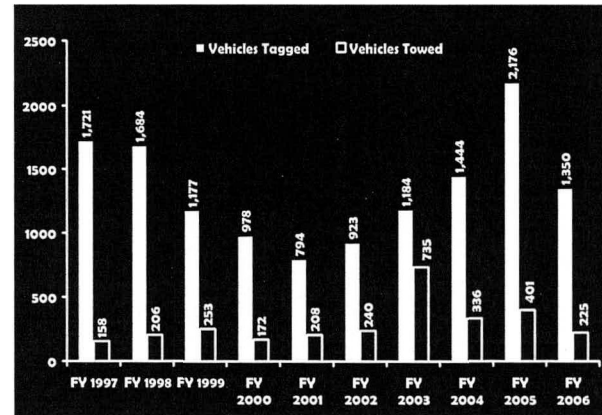


Figure 30. Vehicles Tagged / Towed FY 1997 – FY 2006



To qualify for a sticker a vehicle must be registered to a resident who is 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 development.

The Housing Management Department has many challenges ahead in FY 2007. We will convert PHA developments to project based management developments. We will work together and independently to achieve departmental goals and individual goals. A new Strategic Plan will guide us and measure our results. The Housing Management Department is ready for the future and we look forward to reporting positive results for FY 2007.



# Department of Leased Housing

## DIRECTOR'S OVERVIEW



*Leased Housing Department*

The daily operation of the Providence Housing Authority's Section 8 Rental Assistance Programs is performed by the twenty (20) staff members of the Leased Housing Department. During each of the past four years, the U.S. Department of Housing and Urban Development awarded the staff a score of High Performer for managing the Section 8 Programs (SEMAP). Their functions include maintaining the waiting list, screening, educating participants and owners, negotiating rents, processing new leases and changes in payments, annual and complaint inspections, annual recertifications of eligibility, tracking repayments and fraud as well as assisting participants and owners in resolving differences. During FY 2006, the staff provided services to 3,174 families. Although the PHA had an allocation of 2,761 for its programs, the program size fluctuates based on the number of families transferring into the city of Providence from other cities and states.

The Director of Leased Housing supervises the overall operations of the department. The assisting staff consists of the Senior Program Representative, the Administrative/Technical Manager, ten Program Representatives (three of whom are level II.), one Interviewer, one Application Specialist, three Housing

Inspectors, one Computer Operator, and one Clerk Typist. Of the ten Program Representatives, two are positions added during this fiscal year. In this way, the caseload could be more evenly distributed and processed more efficiently.

The departmental staff is very knowledgeable and experienced with an average of 14 years working within the Providence Housing Authority and an average of eight years within the department. Only three employees (15%) have worked exclusively in the Leased Housing Department. The other 17 (85%) have been employed in Housing Management, Facilities Management, Planning & Policy 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. Sixty percent of the staff is bilingual which is very helpful to our clients. Many other staff, while not fluent, have learned how to respond in Spanish to common questions.

During this fiscal year, the Leased Housing Department assisted 2,761 participating families, 413 transfers from other cities, 421 families on the waiting list and 1,687 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. The breakdown by size as of June 30, 2006 is:

- Existing Certificates (120 units)
- Housing Choice Vouchers (2,023 units)
- Project Based Housing Choice Vouchers (21 units)
- Moderate Rehabilitation (293 units)
- 11-B Developments (304 units)

Since 1999, the Housing Choice Voucher Program has been 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 long as they remain income eligible. They can move to any location within the United States and its territories.

Only families living in Project Based (site based) Program remain "grandfathered" under the Certificate regulations as stipulated in their 15 year contracts. This program (now consisting of 120 units) provides a consistent source of affordable housing in the city. One development, University Heights, reached the end of its contract. It could not be renewed; therefore, when proposals were requested for the Project Based Voucher Program, they applied, met the criteria and were selected for 21 subsidies.

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 22% 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 Leased Housing and the Department of Resident Services continues to outreach each month 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 17.

Currently, there are 141 project based units (PBA) in Providence. They are site specific and are intended to create a stable supply of additional rental units; the subsidy remains with the unit.



*Leased Housing Staff Member*

**Table 1. Special Programs FY 2006**

Program	Contracted	Leased	Funding Source
Family Self Sufficiency	27	17	Vouchers
Project Based Assistance	141	115	Certificates
Single Room Occupancy	183	20	Vouchers Moderate Rehabilitation
Home-ownership	N/A	6	Vouchers

Single room occupancy units (SRO) are low-service, efficiency apartments with all utilities included designed as transitory residences for low-income individuals.

The PHA instituted the Homeownership Program during FY2003. Qualified participants in the Housing Choice Voucher Program are able to buy their own home, and the subsidy which would otherwise go to the owner would now be sent directly to the participant to assist in meeting mortgage payments and other homeownership expenses. Nine (9) families completed the process; however, only six continue to participate in the program. Another family closed in late June but will not move until July.

## FUNDING

The changes in funding since FY 2005 had a dramatic impact on the program, services provided, families and owners. Congress reduced its appropriation to the Department of Housing and Urban Development by more than 1.3 billion dollars. HUD, in turn and without prior notice, changed the funding system from a unit based allocation to a budget-based one. It also changed the funding from fiscal to calendar year. For the first half of the fiscal year, HUD funded the PHA at \$497.00 per unit which was increased to \$541.00 beginning in January 2006. The actual average housing assistance payment was \$545.00 and \$570.00 respectively. Although there was an increase, the funding was still not sufficient.

In order to have sufficient funds to pay subsidies, the department changed numerous policies to stay within budget such as:

1. Stopped issuing vouchers to those on the waiting list when a family left the program.
2. Applied for a special waiver to reduce the Payment Standards (maximum subsidy) from 100% to 83% and from 110% to 90% on the East Side.
3. Disapproved all requests for rent increases

4. Limited portability to jurisdictions with a lower Payment Standard unless absorbed into the other housing authority's program.
5. Reduced the Occupancy Standards
6. Used income matching systems to detect unreported income.
7. Applied for a special waiver allowing the lower Payment Standards to go into effect upon the first recertification rather than the second recertification according to federal regulations.

As of June 30, 2006, the average housing assistance payment for a family on the voucher program was \$570.00 per month. HUD, therefore, is under-funding the agency \$29.00 per month for each family and there are 367 unfunded vouchers. The PHA's Housing Choice Voucher Program has been reduced to 17% of its former size. The fiscal year ended with a \$393,340.00 surplus which will allow the department to consider issuing vouchers, increasing payment standards and/or authorizing small rent increases.

## RENTAL SURVEY

Since 1995, HUD has mandated that all rents be 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. The rental survey is the tool used to track this data.

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% which is the maximum. An exception of 120% was requested and authorized by HUD for units on the East Side. Although the rental market is becoming more stable, it has been increasingly difficult for families to find an affordable unit because the payment standards were lowered drastically due to lack of funding. The Payment Standard is currently set at 83% of the Fair Market Rent (FMR) for most of the city and 90% for units on the East Side.

Previously, the rental survey was conducted annually by the Office of Planning and Policy; however, in order to keep up with the rapid increases during the past five years, the rent survey was updated quarterly. Since the market has slowed, the Department of Leased Housing conducts the rent survey and publishes it semi-annually.

## 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. More families transferred out of the city than moved into Providence through FY 1998. Since FY 1999, however, there has been a consistent increase. During FY 2006, the department provided services to an average of 413 transfers monthly. The net increase equaled 319 subsidies above the PHA's normal allocation. By administering services, rather than absorbing the families into our program, the department earned \$242,833.00 in supplemental fees. This is a 4% increase from FY2005 and 29% since FY2004.

The department processed a substantial number (171-equal to FY2005) of new families transferring into Providence. It reflects a 20% and 45% decrease in the number of families moving since FY 2004 and FY 2003 respectively. One reason for the decreased number of new transfers is due to the tighter rental market. While Providence has the highest number of rental units in the state, it is more difficult to find affordable housing here also. The shortage of funding is also affecting transfers, since many housing authorities are limiting portability to higher cost markets and others do not want to pay the required administrative fees.

Failure on the part of the other housing authorities to conduct criminal background checks is another factor in the decreasing number of families transferring. Some housing authorities do not waste the time to forward paperwork for those who have criminal records.

None of the incoming transfers were absorbed into our program due to the shortage of funds. Some housing authorities "swapped" transfers; i.e., each absorbing an equal number of the other's to avoid the lengthy procedure of billing.

In previous years, the practice by other housing authorities of absorbing families moving into their jurisdiction was considered a burden to the initial housing authority due to the constant turnover of subsidies that must be re-leased. This year, however, absorbing the 54 families was welcomed since the department needed to decrease program size due to the funding situation. Any voucher which was absorbed was not re-leased. Approximately the same

number of families was absorbed this year as was last fiscal year.

**Table 2. Voucher Portability FY 2006**

Program	Incoming	Outgoing	Net Effect
Vouchers	382	84	+ 292
<b>Total</b>	<b>382</b>	<b>84</b>	<b>+ 292</b>

**Table 3. Voucher and Certificate Portability  
FY 1996 - FY 2006**

Fiscal Year	Incoming Portability		Outgoing Portability		Net Effect
	Certificates	Vouchers	Certificates	Vouchers	
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
FY 2004	N/A	379	N/A	135	+244
FY 2005	N/A	413	N/A	101	+312
FY 2006	N/A	376	N/A	84	+272

## 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. Residents began leasing units at the Advent Apartments (located in the Federal Hill neighborhood) in 1998. Traditionally, these developments have high vacancies due to the transient nature of its tenants; however, they have become more stable during the past several years. There are eighteen vacant units (6%) among all the developments at the present time. This is another indicator of the demand for affordable housing.

**Table 4. Single Room Occupancy Projects FY 2006**

Development	Number of Units	Status
Travelers Aid Tower	90	Complete / Operational
Advent House	34	Complete / Operational
Advent-Gemini Apartments	59	Complete / Operational
<b>Total</b>	<b>183</b>	

## PROJECT BASED ASSISTANCE

Federal regulations allow housing authorities to set aside a maximum of 20% of its Section 8 Vouchers as a Project Based Assistance Program. Until FY 2000, the PHA's Project Based Program consisted of only 51 units in several small developments. In August 1999, a public notice was posted for proposals from owners to upgrade their property and receive Project Based assistance for their tenants. Ninety (90) units were rehabilitated and leased at Elmwood Commons and Arbor Glen. During FY2006, additional work was completed at University Heights after their contract in the Certificate Program expired. The 21 units were moved to the Project Based Voucher Program.

**Table 5. Project Based Assistance Projects FY 2006**

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
<b>Total</b>	<b>141</b>	

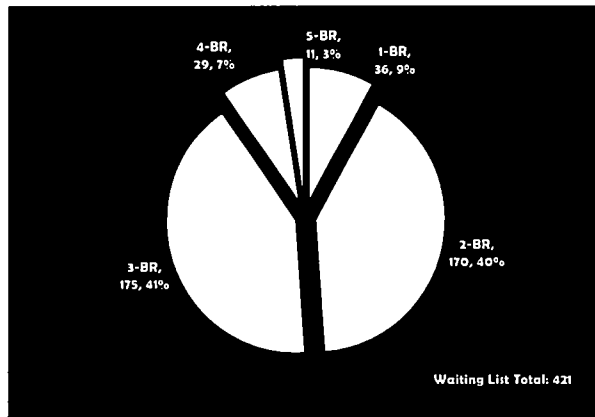
## WAITING LIST

During the past ten years, the waiting list for Section 8 assistance has been open only one day: October 2, 1998. At that time, 4,000 pre-applications were distributed at the Roger Williams Park Casino. Of that number, only 3,345 pre-applications were completed and returned by mail within the two-week deadline.

Position on the pre-application list was determined by the order in which it was pulled from the mail delivery. 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 2006, 1,658 pre-applicants had moved to the waiting list.

Since FY2005, there has been no movement on the waiting list at all because of the lack of funding. As indicated in the chart below, the greatest demand (in descending order of need) continues to be for three and two bedroom units: 173 three-bedroom units (41%), 171 two-bedroom units (41%), 34 one-bedroom units (8%), 30 four-bedroom units (7%) and 11 five-bedroom units (3%).

Figure 1. Waiting List by Bedroom Size FY 2006



## INTERVIEWS CONDUCTED

When applicants come to the office for an interview, the Application Specialist verifies family composition, household income, citizenship status and qualifications for any deductions. During FY2005 and most of FY2006 no applicants were interviewed. In June, fourteen (14) families from the PHA waiting list were interviewed since there is a small surplus and we anticipate issuing vouchers in early FY2007.

## SCREENING

All of the fourteen applicant families interviewed passed the screening criteria; i.e., criminal check, determining income eligibility and verifying family composition. The 170 transfers who moved into Providence also completed the screening process. As opposed to other years, none of the families were returned to the initial housing authority due to violent or drug related charges.

Table 6. Applicant Screening FY 2006

Total Applicants Processed	Total Vouchers Issued	Ineligible Applicants
14	0	0

## TURNOVERS

### Turnover Rate

Usually, when a participant no longer needs rental assistance or is terminated for a breach of family obligations the PHA re-issues the voucher to an applicant; i.e., turnover. Vouchers from turnovers during FY2005 and FY2006 were not re-issued. The average monthly rate of subsidies returned is less than 1% of the total program size. This is due to more compliance in fulfilling family obligations as well as the tight rental market – there is basically nowhere to go. Families cannot afford to lose their subsidies. The majority of these turnovers, however, are not loss of assistance but rather those absorbed by other housing authorities.

The annual rates by program were 9% for Certificates/Vouchers and 31% for Moderate Rehabilitation. This represents a 2% decrease in turnovers in the Certificate/Voucher Program from FY 2005 and a 4% decrease in the Moderate Rehabilitation Program.

In recent years, the turnover rate was declining for Vouchers which reflects the families who try to stay in place during such a volatile market. The turnovers in Moderate Rehabilitation Program, however, have always been significantly higher; i.e., 45%-71%. Now, even the most transitory participants are staying in place and families are more interested in site-based assistance and Public Housing since utilities are included and they will not be subjected to the whim of an owner who wants to sell the property.

Figure 2. Turnover Rate FY 2006

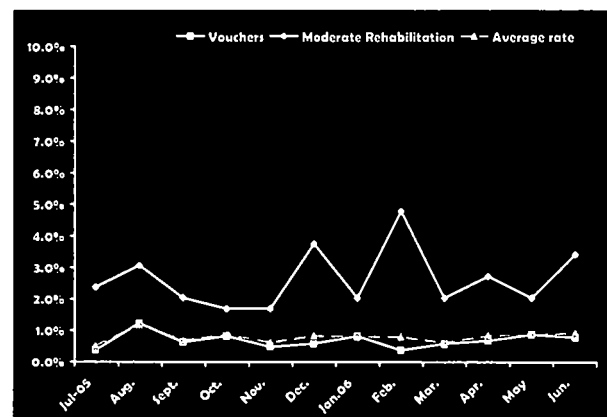
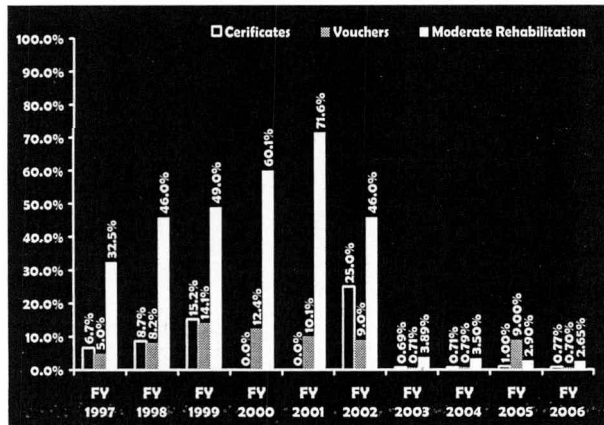




Figure 3. Turnover Rate FY 1997 - FY 2006

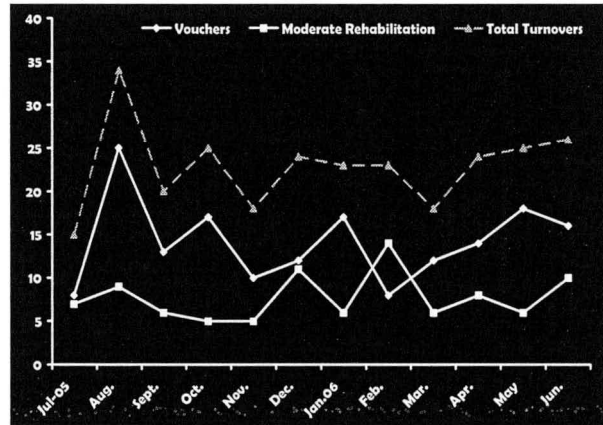


As noted in Figure 3, the Moderate Rehabilitation Program has historically exhibited a much higher turnover than other programs. This is due to four major factors: individuals in both programs who finally reached the top of the Voucher Waiting List and chose tenant based rather than site based assistance, the transitory nature of those living in SRO units, a 200% increase in the number of SRO units built, and contracts expirations.

Table 7. Unit Turnovers FY 2006

Month	Certificates / Vouchers	Moderate Rehabilitation	Total
July 2005	08	07	15
August 2005	27	09	36
September 2005	14	06	20
October 2005	20	05	25
November 2005	13	05	18
December 2005	14	11	25
January 2006	17	06	23
February 2006	09	14	23
March 2006	12	06	18
April 2006	17	08	25
May 2006	19	06	25
June 2006	16	10	26
<b>Total</b>	<b>186</b>	<b>93</b>	<b>278</b>

Figure 4. Unit Turnovers FY 2006



#### Reasons for Turnover

During FY 2006, 186 families were cancelled from participating in the program. This is a 20% decrease in the number of terminations from the prior year. This can be attributed to families needing to remain on the program for financial reasons due to the high rental market and increasing utility costs. For thirty-six percent (36%) of the participants the turnover was voluntary. Others found that they were terminated for failure to comply with their family obligations. Of those who voluntarily left the program, 8 bought property (4%) although not through the PHA's Homeownership Program, 8 became over income (4%), 17 now reside in a nursing home or are deceased (9%), 23 gave no reason (12%), and 11 for a variety of other reasons (6%).

While 76 (41%) of the terminations were due to failure to abide by program rules, this reflects less than 4% of all participants in the tenant-based programs. This directly contrasts with the compliance rate prior to 1998 during which time 42% of all terminations were due to failure to abide by program rules. This decrease since 1998 can be attributed to more tenant education, materials provided and consistent enforcement of the rules. While the rate has doubled since FY2004, it reflects the increase in fraud detection. Staff now has access to data bases which cross-check other government agencies and identified those with undisclosed income.

The reasons families lost assistance during FY 2006 are: eighteen vacated without notice (10%), eighteen failed to recertify (10%), twelve (7%) committed fraud and eight (4%) were evicted for cause or non-payment of rent. No one was terminated this year for failure to repay damage claims nor for drug activity. An additional seven (4%) 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. This reflects a 50% decrease since FY 2005.

Fifty-four families (29%) whose subsidy turned over did not lose their rental assistance. They moved to another jurisdiction and were absorbed into the other housing authority's program. Usually this is not a positive factor for the housing authority since it

reflects less administrative fees being paid; and an additional tenant to screen and re-lease. During the past two fiscal years, however, absorbing lifted some of the PHA's financial burden since the vouchers were not re-issued. Since 1998, a total of 673 families have been absorbed reflecting a 31% turnover of the PHA's allocated units.

**Table 8. Reasons for Turnover FY 2006**

Month	No Notice	Increased Income	No Recertification	Voucher Expired	Owens Property	No Interest	Absorbed	Voucher Expired	Evicted	Deceased / Nursing Home	Fraud	Drugs	Other
7/05	0	1	0	0	1	2	1	1	1	0	0	0	1
8/05	1	3	6	1	1	1	7	0	0	4	1	0	1
9/05	2	0	3	0	1	3	3	0	2	3	0	0	0
10/05	2	0	1	1	2	6	1	1	1	0	2	0	3
11/05	2	1	1	0	0	2	4	1	0	0	1	0	1
12/05	4	0	2	0	0	1	3	1	0	1	0	0	1
1/06	2	2	0	0	0	0	8	0	3	2	0	0	0
2/06	1	0	1	0	0	1	2	0	0	2	1	0	1
3/06	1	0	4	0	1	1	0	1	1	1	2	0	0
4/06	0	0	0	0	1	2	8	1	0	2	0	0	2
5/06	1	1	0	0	0	3	7	1	0	2	3	0	1
6/06	2	0	0	0	1	1	1	0	0	0	2	0	0
<b>Total</b>	<b>18</b>	<b>8</b>	<b>18</b>	<b>2</b>	<b>8</b>	<b>23</b>	<b>54</b>	<b>7</b>	<b>8</b>	<b>17</b>	<b>12</b>	<b>0</b>	<b>11</b>

## LEASES EXECUTED

During FY 2006, the Department of Leased Housing executed 774 leases which is a 12% decrease from last year. This is attributed to having fewer families on the program and enforcement of the Lead Mitigation Law requiring lead conformance certificates for each new leasing.

Leases are divided into two categories: 286 initial leases (37%) and 488 moves (63%). Families leasing for the first time in the program from the waiting list or transfers generate initial leases. The trend from 2001-2004 was that the percentage of initial leases remained higher than the number of moves. The stability of existing participants is a positive effect on the program.

For the third year, however, the moves surpassed the new participants. The trend has changed to 20%, 36% and 63% of the new leases being moves during FY2004, FY2005 and FY2006 respectively. Since the

PHA cannot authorize rent increases, more families are forced to move at a time when they would rather stay in place.

The 488 leases considered "moves" are participants who have remained in the same unit for at least a one-year period and now are interested in or are forced to move to another unit. The move rate of 23% during FY 2006 decreased 5% from the previous fiscal year and 18% from FY 2003.

A lower move rate is a more positive indicator for the program in that families are more stable and satisfied with their apartments; however, it is more difficult to find unit with a low rent. Currently, families must stay in place because they cannot locate another unit in part because the rental market is still high but more so because the payment standards (maximum subsidy) are so low. Participants are affected by a cap of 40% of their income as well. Figure 5 divides all executed leases during this fiscal year into 286 new leases and

488 moves by month. Figure 6 illustrates that during 1997, families were required to meet their family obligations or lose the rental assistance. The initial lease rate rose due to the higher turnover, along with increased transfers. The significant increase in FY2001 reflects the merging of the Certificates into the Voucher Program.

Not included in these figures are 159 leases signed by owners who bought property with an existing Section 8 Contract and allowed the tenant to remain in the unit.

Figure 5. Leases and Moves FY 2006

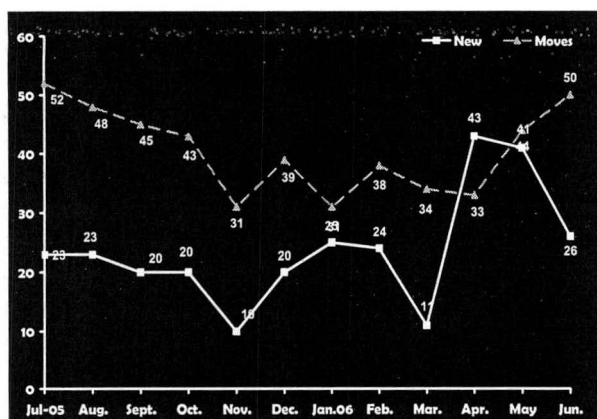
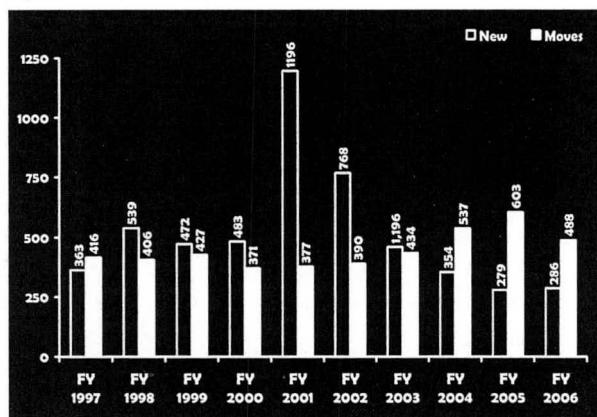


Figure 6. Leases Executed FY 1997 - FY 2006



## LEASE RATE (ADJUSTED)

In FY 2006, the Department of Leased Housing's average overall lease rate *by units* (93.7%) fell below the 95% standard. For the second year in the program's history, the Certificate/Voucher Program's lease rate was significantly lower than the standard with an average of 84.8%. The lease rate as of June 30, 2006 was 84% which leaves 17% of the units unfunded. While there is certainly a demand for housing, the shortage of funding and rising housing costs has severely impacted the number of families that can be

provided assistance. Intentionally dropping the lease rate is necessary to stay within the budget allocated.

HUD also measures the lease rate by the percentage of funds utilized. During FY2006, the department disbursed \$12,305,955 in housing assistance payments for a utilization rate of 97%.

The Moderate and Substantial Rehabilitation Programs maintained an average adjusted rate of 99% and 98% respectively. Both are consistent with the prior three years' figures.

Throughout the past ten years, the industry standard has fluctuated from 90%-97%. It has remained at 95% since 2002. As Figure 8 illustrates, the PHA's lease rate by units has always exceeded the standard thus earning the maximum income in administrative fees with the exception of this year.

Figure 7. Average Lease Rate by Program FY 2006

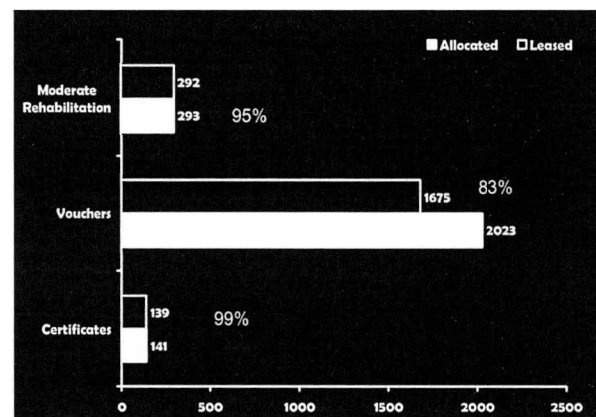
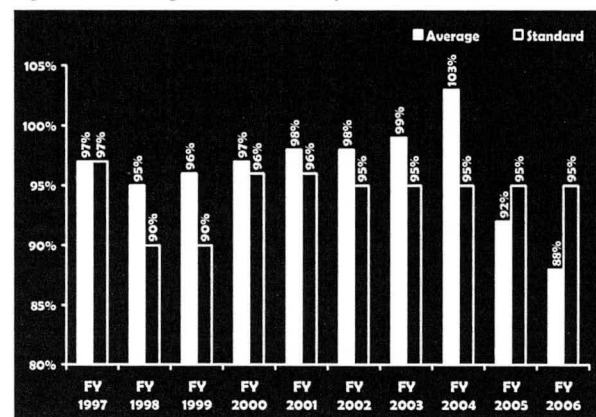


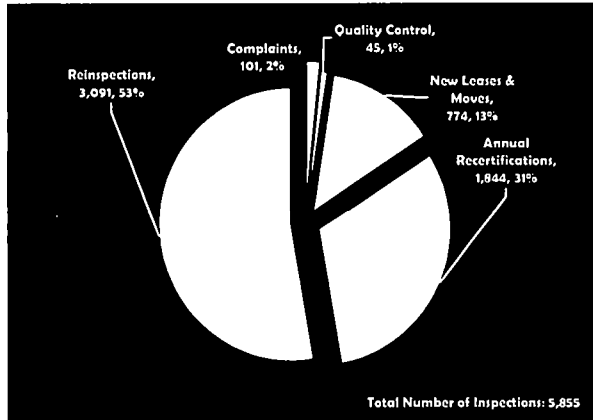
Figure 8. Average Lease Rate by Units FY 1997 - FY 2006



## ANNUAL INSPECTIONS

The department is mandated by federal regulations mandate to inspect all units receiving rental assistance at least once each year. The Inspectors must also perform a Housing Quality Inspection in each unit prior to executing a new lease.

Figure 9. Reasons for Inspections FY 2006



During FY 2006, the Leased Housing staff performed 5,855 inspections: 101 were due to damages or tenant complaints (2%), 46 quality control inspections conducted by a supervisor (1%), 774 new leases and moves (13%), 2,332 annual recertifications (40%) and 2,602 re-inspections (44%). This indicates that of the 3,253 initial inspections, approximately seventy-nine percent (79%) cite violations resulting in at least one re-inspection.

Figure 10. Annual Inspections: Initial + Renewals FY 2006

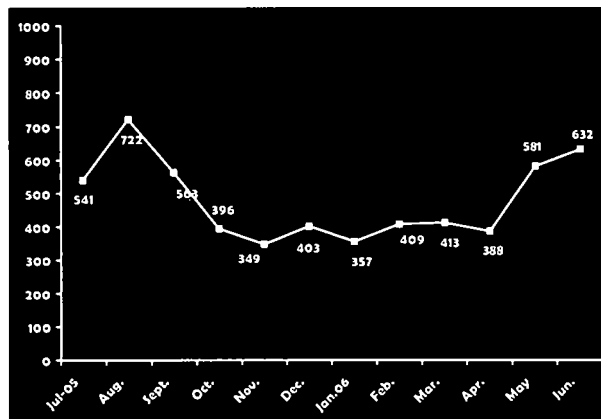
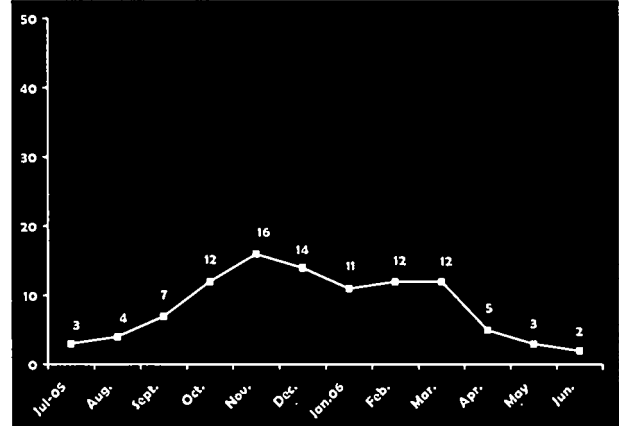


Figure 11. Annual Inspections Damages + Complaints FY 2006

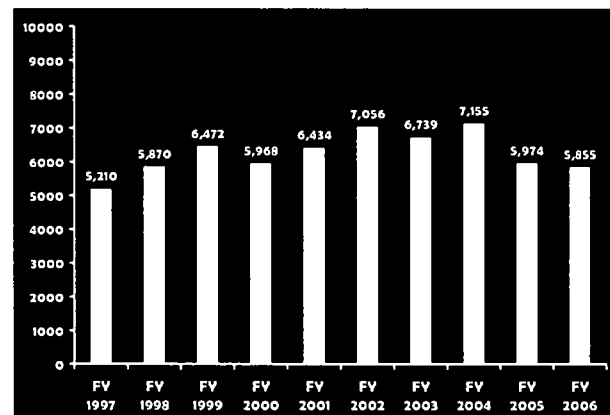


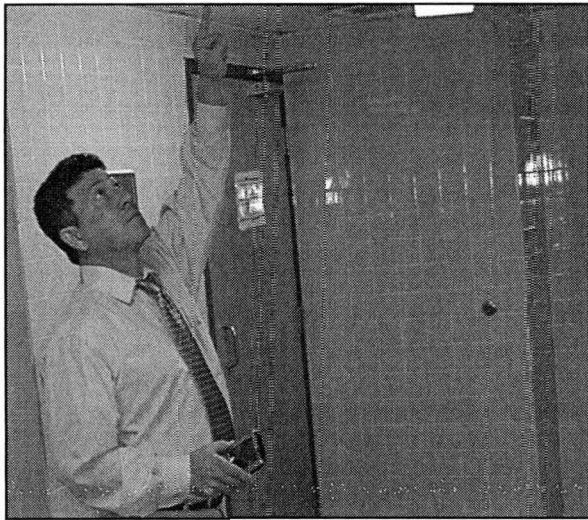
Inspections are mandatory for every subsidized unit in each program including the transfers, SRO and 11-B developments. Owners currently receive a letter during the month before an annual inspection. This notice explains common violations and suggests that the owner inspects the property and corrects problems before the PHA Inspector's visit. This has decreased the number of violations per unit; however the percentage of re-inspections remains stable (53%).

Inspections have been conducted using handheld personal computers since January 2004. This allows for more efficient tracking of inspections as well as standardizing the notices sent to owners.

After an inspection, the owner receives a notice 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 1997- FY 2006





PHA staff conducting an inspection

## 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 2006, the staff made 1,448 adjustments which is an 11% decrease since FY 2005.

Figure 13. Adjustments FY 2006

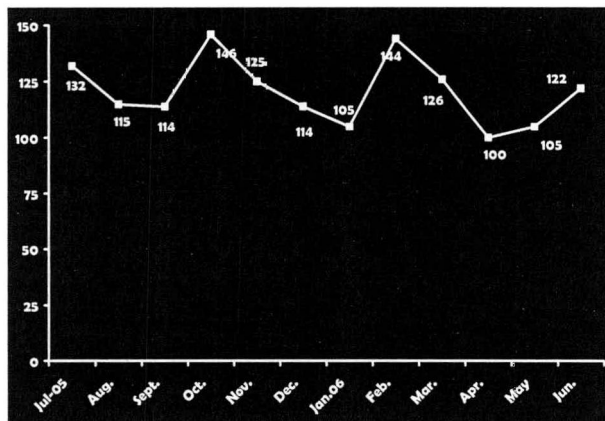
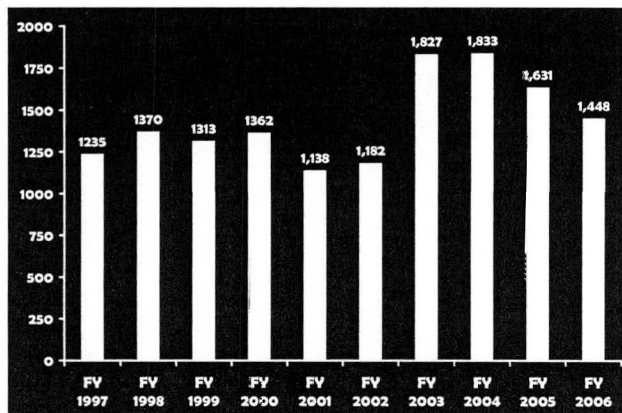


Figure 14. Adjustments FY 1997 - FY 2006



As required by Federal regulations, every program participant's family composition, income, and eligibility for deductions must be re-verified to ensure continued eligibility each year. The staff completed a total of 1,844 recertifications for those who decided to remain in the same unit. The 488 moves mentioned in a previous section are also recertified; however, they are classified separately due to the change in location. Recertifications for the 11-B developments are conducted at the management office on site. The Leased Housing staff, however, must review the verifications, calculations and input the data into the AS400 for transmission to HUD.

Figure 15. Recertifications FY 2006

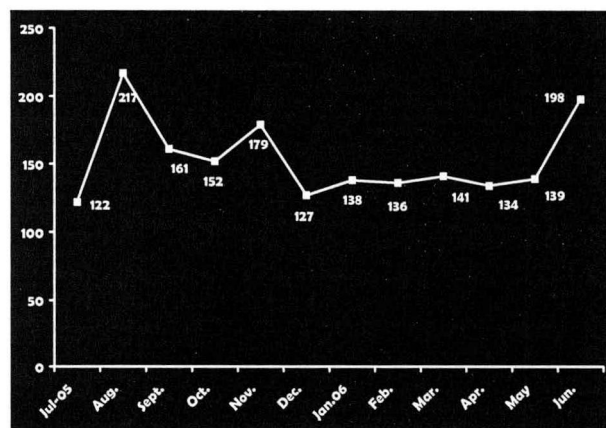
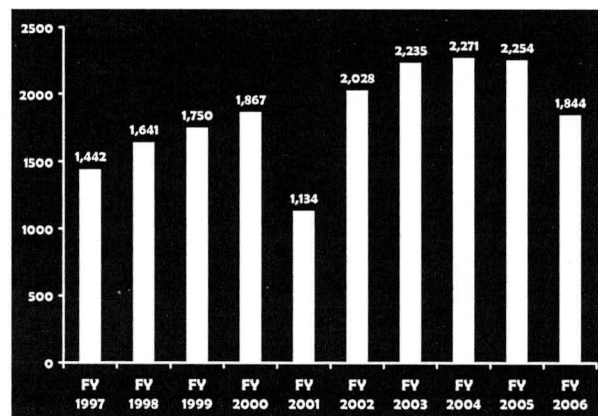


Figure 16. Recertifications FY 1997-FY 2006



## REPAYMENTS

For the past five years, the PHA has not had 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 appear to have ceased altogether since they are applicable only to contracts signed prior to October 1, 1995.



Relatively few – mostly those in the Certificate Program still exist.

During FY 2006, the department collected \$82,109.04 as reimbursement for unreported income. This is 158% increase and is attributed to the ability to access income matching databases. Data sent to HUD's PIC website is cross-matched with the Social Security Administration and the RI Stage Wage and Labor Board. This year, eighteen families lost their rental assistance for failure to reimburse the PHA for fraudulently obtained subsidies. They owe the PHA an additional \$74,135.00 and have received notices from the attorney.

Since there has been no movement on the waiting list, no families were required to repay amounts owed due to a tenancy in Public Housing.

More funds have been recouped this fiscal year than during the past four years combined. Since FY1997, the department has recouped \$286,954.97 from participants and applicants.

**Table 9. Repayments FY 1997-FY 2006**

Year	Repayments due to Damages and Unreported Income	Repayments from Public Housing Tenancy
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	\$ 4627.00
FY 2004	\$14,405.41	\$6,844.23
FY 2005	\$47,551.21	\$ 4,120.54
FY 2006	\$82,109.04	\$ 0.00

Although repayments for damages were collected prior to FY1997, this data is not available.

## CURRENT INVENTORY OF SECTION 8 UNITS

The PHA is currently allocated 2,761 units (not including 413 transfers) of Section 8 housing throughout the City of Providence. Funding, however, does not permit the agency to assist all potential families. Figure 17 illustrates the breakdown of the four classifications of Section 8 Rental Assistance administered by the Leased Housing Department. The

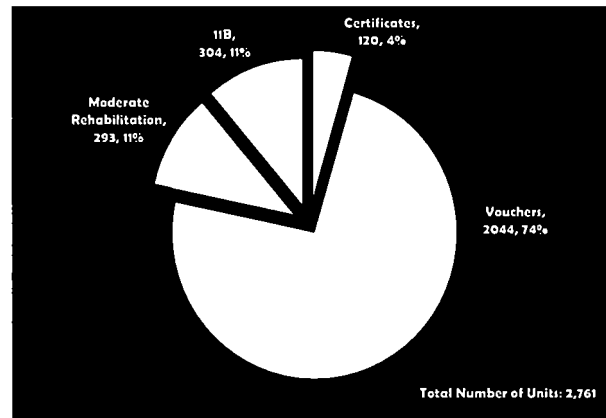
Moderate Rehabilitation Program includes Travelers Aid Tower, Advent House and Advent Apartments, Barbara Jordan II, Fox Point Housing and Lexington Avenue Apartments. This program also includes 13 additional units in 2 small apartment buildings. The 11-B Projects, also called Substantial Rehabilitation, include the units at Barbara Jordan I Apartments, Maplewood Terrace and Villa Excelsior.

The slight shift in the Certificate and Voucher Programs results from the Project Based units at University Heights moving to the Voucher Program.

**Table 10. Shift in Distribution of Units During FY 2006**

Year	FY 2005	FY 2006
Certificate	5%	4%
Voucher	73%	74%
Mod Rehab	11%	11%
11-B	11%	11%

**Figure 17. Inventory of Section 8 Units FY 2006**



## FEE DISTRIBUTION BY PROGRAM

Leased Housing is the only department of the PHA that has the potential to earn income. Currently, there are three ways to earn fees:

1. For each PHA allocated unit leased per month
2. For each transfer leased per month,
3. Homeownership bonuses

During FY 2006, the Leased Housing Department earned \$2,241,740.00 from HUD for administering the Section 8 Programs. This is a 6% increase from FY2005 in spite of administering services to 64 fewer families.

The largest percentage (88%) of the fees is from the administrative fees earned based on the lease rates in the Certificate, Voucher, Moderate and Substantial

Rehabilitation Programs. An additional \$242,833.89 (11%) was earned by administering vouchers that transferred into Providence.

The department also has the potential to earn bonus fees for those in the Homeownership Program. Five thousand dollars is paid for the first leased family in the Homeownership Program and one thousand for each subsequent family. During this year, the PHA received \$4,000.00 in additional fees.

Until this fiscal year, the department also earned fees for housing families deemed "hard to house". HUD defined "hard to house" as those who 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 was earned. This resulted in an average of \$20,000.00 per year; however, HUD stopped funding this fee this year.

Funds for the Certificate and Voucher Programs have been combined since FY2000. Of the combined program, almost 82% of the fees earned are generated from vouchers. The distribution of fees earned by program is as follows: 6% for 11-B Projects, 11% for Moderate Rehabilitation, 83% for the Certificate and Vouchers. The percentages of these categories usually remain the same each year.

Over the past ten years, administrative fees have varied based on the number of subsidies and the rate paid by HUD. This year, HUD paid \$62.13 for each Voucher unit leased each month. During FY 1997, the staff earned \$1,300,000.00 for administering the Section 8 Programs. Fees earned during the current fiscal year are 44% higher than ten years ago.

The Leased Housing Department uses all fees to operate the Section 8 Programs. Previously, the surplus could be used to defer other costs incurred by the PHA. Unfortunately, according to regulations implemented by HUD, this practice is not possible any longer.

As anticipated, due to the drastic funding cuts, the upward trend of earned income potential stopped. The department did, however, earn more than enough income to cover its operating costs and build a reserve.

Figure 18. Fee Distribution by Program FY 2006

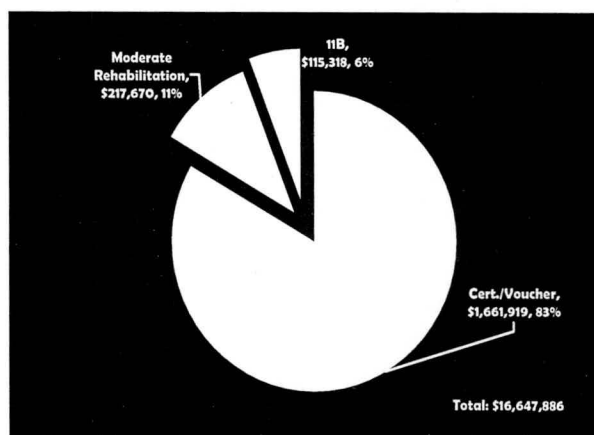
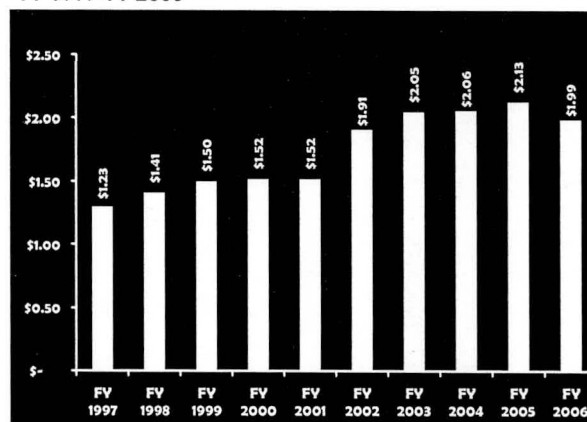


Figure 19. Earned Administrative Fees (in millions) FY 1997-FY 2006



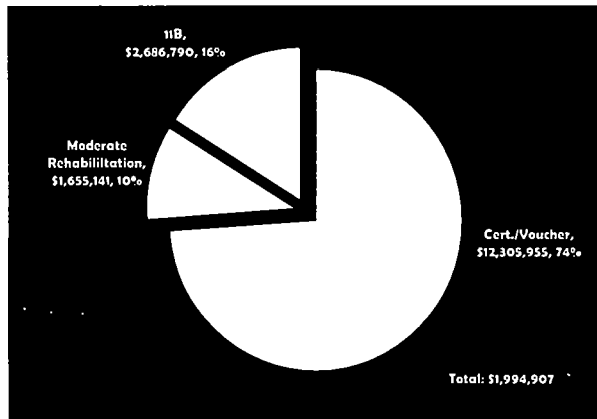
## TOTAL HOUSING ASSISTANCE PAYMENTS

During FY 2006, the Leased Housing Department distributed Housing Assistance Payments totaling \$16,647,886.00 to private property owners who provided housing for 2,761 subsidized families. This does not include amounts spent and subsequently reimbursed for the 413 transfers into our city. This is an 18% (\$3,682,579.00) decrease in the amounts paid last year, which reflects fewer participating families. The fiscal year's average monthly housing assistance payment fluctuated slightly throughout the year but began and closed at \$570.00. Payments range from \$1.00 to \$1,160.00. The average tenant contributes \$215.00 towards rent and utilities which decreased from \$281.00 (23%) in FY 2005.

Since FY1997, payments to owners increased 29% from \$17.6 million to a high of 20.4 million which was reflective of the market boom as well as a 22% increase in families.

This fiscal year, however, payments dropped 6% of the 1997 level due to the reduction of 367 participating families and lack of funding.

**Figure 20. Housing Assistance Payments by Program FY 2006**

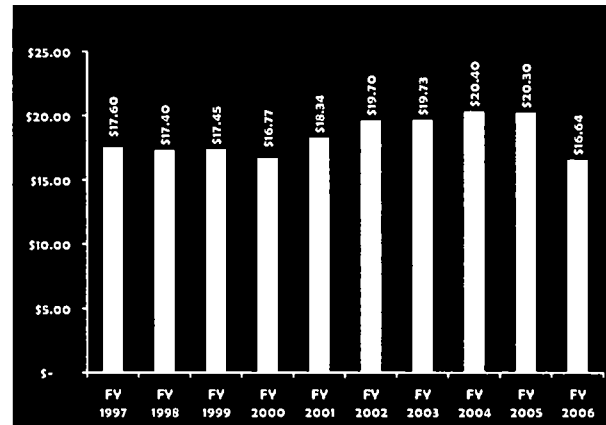


**Table 11. Total Housing Assistance Payments by Program FY 1997-FY 2006**

Year	Certificate	Voucher	Moderate Rehabilitation	11-B
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
FY 2002	\$11,060,644		\$1,602,504	\$5,684,858
FY 2003	\$12,495,032		\$1,588,312	\$5,645,240
FY 2004	\$13,235,881		\$1,504,237	\$5,700,134
FY 2005	\$13,174,377		\$1,584,801	\$5,571,287
FY 2006	\$12,305,955		\$1,655,141	\$2,686,790

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 (in millions) FY 1997-FY 2006**



## LOCATION OF UNITS

As illustrated in Figures 21 and 22, the families (including transfers into Providence) participating in the Certificate/Voucher, Homeownership 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 (421 – 17%) followed by Elmwood (310- 12%) and the West End (234-9%). The Wanskuk area continues to be very popular and is a close fourth with 219 (9%) of the participating families.

Although families are strongly encouraged to look for units in deconcentrated areas and a higher payment standard is available for the East Side, the preferred neighborhoods as listed above have remained the same for at least the past 10 years. Only 3.9% of families with a PHA subsidy are living in another city or state.

Figure 22. Section 8 Distribution by Neighborhood

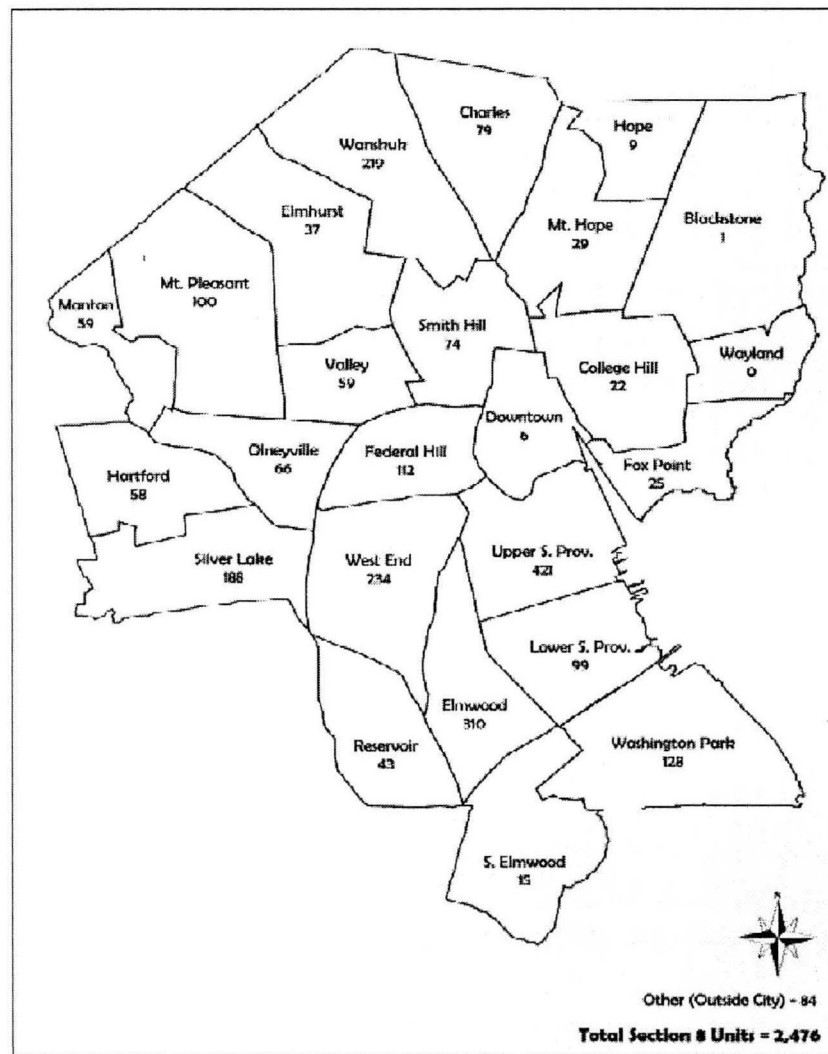
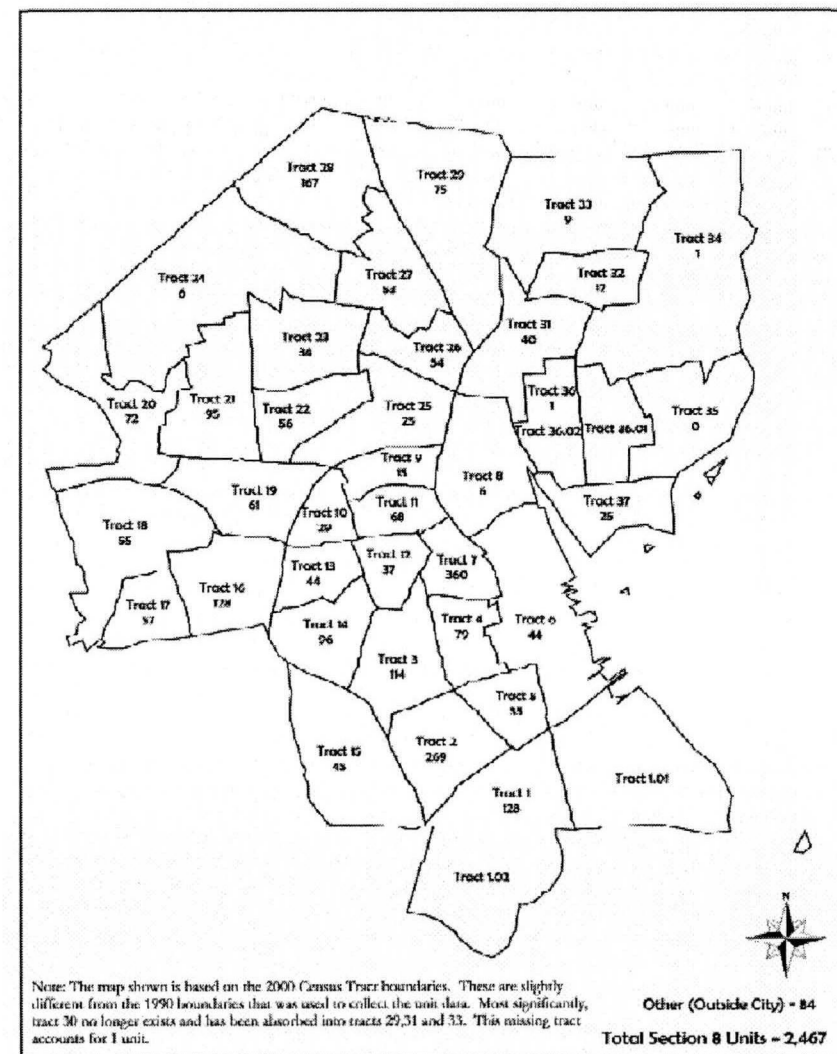


Figure 23. Section 8 Distribution by Census Tract



# Department of Facilities Management

## DIRECTOR'S OVERVIEW



*New Facilities Management Building*

The Department of Facilities Management is the largest department at the Providence Housing Authority with more than 120 full time staff members. The department is responsible for maintaining the Authority's property through its own work force or through outside contractors. It is organized into three divisions, Field Operations, Modernization, and Administration & Planning. The Field Operations Division provides building and grounds maintenance and twenty-four hour, seven day per week "on call" unit maintenance services for the 2,606 rental units and 264 buildings owned by the Authority. The Modernization Division prepares and administers both an Annual Plan and a rolling Five-Year Plan for HUD which are required each year as part of the Capital Fund Program (CFP), the annual HUD grant which funds the Authority's capital improvement projects. The division also administers construction and design contracts and provides technical assistance as needed to Field Operations staff on construction related issues. Administration & Planning is responsible for the day-to-day administration of the department

including operation of the computerized work order system, the dispatch office, which is staffed 24/7, and administration of the required annual inspection of each of the 2,606 apartments in the Authority's housing inventory. During FY 2006, 64,582 work orders were generated, a decrease of 16% from the previous year.

During FY 2006, the Authority had three open Capital Fund Program (modernization) budgets. A total of \$4,854,464 was expended during the fiscal year in the various CFP budgets. The FY03 Capital Fund Program, funded in two installments by HUD, was fully obligated and expended at the end of the fiscal year. At the end of the fiscal year, CFP 50104 Budget, approved at \$4,385,103, was 100% obligated and 96% expended. The most recently approved CFP budget, 50105 approved at \$4,176,743 was 73% obligated and 36% expended. The Authority submitted its new CFP Annual Plan for Fiscal Year 2006 funding (Budget 50106) with revisions in June 2006 with final approval expected by August 2006.

The Modernization Division administered a number of important construction projects during the year, including the completion of Equipment Storage Buildings at six locations, repairs to the smoke evacuation systems at Carroll Tower and Parenti Villa, installation of a new combustion air and boiler room ventilation system at Manton Heights, site work and landscaping in the Barry Road area of Hartford Park, and the replacement of the boilers and domestic hot water system at Dexter Manor. Several other modernization projects were completed this fiscal year. North East Environmental completed LBP/Asbestos Consulting for the boilers at Hartford Park and Dexter Manor, Narragansett Improvement Co. completed their contract for concrete work at Dexter Manor and Carroll Tower, Cosco Inc. completed the installation of a fence at the Facilities Management Building, The



Lightship Group, LLC completed boiler room steel staging at Manton Heights, and Goldenrod Welding completed the installation of boiler room steel staging over the boilers in the central plant at Chad Brown. Additionally, a project involving exterior renovations of six 1-17 Scattered Site duplex buildings on Melissa and Barbara Streets commenced on May 24<sup>th</sup>. The renovations included vinyl siding, gutters, downspouts, replacement windows, exterior doors, and porches.

## FIELD OPERATIONS DIVISION

The winter of 2005-06 was not as severe as past winters with regard to snowstorms. Two minor snow storms occurred on December 4<sup>th</sup> and December 9<sup>th</sup>. Minimal Staff was retained for the storm on the 4<sup>th</sup> and crews stayed up to six hours overtime on the 9<sup>th</sup>. There was, however, a major snowstorm on Sunday, February 12<sup>th</sup>. Snow began falling shortly after midnight on Saturday and continued through most of the early morning hours, at some points at the rate of 2-3 inches per hour. Severe winds clocked in excess of 50 miles per hour caused constant drifting and blowing of the snow making some areas impassible. On Sunday morning, a *limited* State of Emergency was declared by the Governor, urging all citizens to stay off the roads to allow snow removal crews to keep up with the blowing and drifting snow and keep the highways clear. The FM Building was utilized as a command center. Facilities Management staff were called in beginning early Sunday morning to address the storm. By the end of the storm, 32 staff members had worked more than 367 hours on snow removal. Equipment used included twelve trucks with plows, eleven snow blowers, two snow brush machines, six tractors with plows, two front-end loaders, the recently purchased Bobcat skid-steer loader and the new sander truck. Hot meals were prepared for Staff utilizing the kitchen in the employee lunch room. Total official accumulation at TF Green Airport measured 9.4 inches with some PHA facilities reporting drifts of over 3 feet.



*A FM staffer performing snow removal at Dexter Manor*

We also had four serious fires at the developments during the past year; one involving a fatality. On August 8<sup>th</sup>, a resident at Dominica Manor, apartment 1213 who was using an oxygen machine for a breathing disorder was smoking when a fire erupted. The resident died from burns. Staff mopped up water throughout the building as needed and removed debris from the apartment. Rehab of the apartment consisted of installing new kitchen cabinets, countertops and sink, refrigerator, light fixtures, floor tiles, bath sink and toilet, and replacement of the windows. The apartment and common hallway required painting as well. On the morning of January 29<sup>th</sup>, a fire occurred at 335 Hartford, Apartment 1008. The apparent cause was from a tenant placing a sofa cushion on the stove that was left on. The fire destroyed the unit including the appliances and kitchen cabinets. Smoke damage extended out to the hallway. The fire standpipe leaked at the ceiling of the ground floor and also flooded the ground floor. Ten Maintenance workers, including a Plumber, Carpenter, and Electrician, were called in for clean up and repairs to the fire alarm panel. Thyssen Elevator was also called in to reset the elevators. During the hook up to the standpipe excessive leaks at these standpipes and associated valves caused major water damage and flooding to occur, including at the electronic fire alarm system, the entry intercom panel, and the elevator shaft-ways and the elevator cars. Onsite repairs were made to the fire alarm and the intercom system. One elevator car was able to be reset to a running condition. Permanent repairs to all the systems were completed. On March 8<sup>th</sup>, a fire occurred at Carroll Tower, Apartment 1106. The cause was determined to be a faulty stereo wire under a couch. Rehab of the apartment consisted of replacing two accordion closet doors, two panes of glass, two cases of ceiling tiles, a countertop, thermostat, smoke detector, door latch and several floor tiles. The hallway on the 11<sup>th</sup> floor was also re-painted to cover damaged areas from the fire. The apartment was turned over on May 16<sup>th</sup>. On May 15<sup>th</sup>, a fire occurred at 138 Tell Street. The fire started when the tenant left a pan with oil on the stove which then extended to the cabinets. The cook top, fan hood, and countertops were burnt; the walls were smoke damaged. Staff mopped up water on the floors. Staff replaced four kitchen cabinets, two countertops, and installed a new cook top and fan hood. The walls were plastered and painted and Staff Electricians rewired the fan hood.

### **Building Systems and Controls**

In July of 2005, Staff installed cameras in the laundry and community rooms at Kilmartin Plaza and Carroll Tower. An updated version of Andover's Continuum Building Control Software was ordered as well as all the necessary controls and security devices for the security work to be done on the new equipment storage sheds. New amplifiers were installed at Dominica and Dexter for the master antenna system. A new computer as well as a six panel monitor display was ordered to replace the outdated PC's at the PHU for camera and alarm monitoring. The computer was installed and up and running in August. A new server rack enclosure with environmental controls was installed at the FM building to house the security server, print server, and the digital video recorder for both 40 and 50 Laurel Hill. Building Systems staff completed the installation of a security system for the Hartford Park Community Center including the Head Start classroom in September. The system included door alarms and motion detectors. New fire safety devices were installed in apartment 305 at 335 Hartford Ave. making this unit suitable for a hearing impaired tenant. The Telecommunications Technician relocated phone lines in several rooms at Administrative offices at 100 Broad Street. Staff finished installing building control devices for the new boilers at Dexter Manor in October. Staff has also installed new control devices to regulate the operation of a new domestic hot water boiler at Sunset Village. New card access readers and door contacts were installed and programmed for the Equipment Storage Buildings at Carroll Tower and Dominica Manor in December. New graphic screens were created to enable security and maintenance dispatchers to view the statuses of these buildings and monitor them for break-ins. The new exterior lights that were added at Barry Rd. were put on the Andover system so that they can be turned on based on time of day. A new card access and CCTV consisting of two vandal-proof cameras and card readers was installed at the front door to the manager's office and back entrance to the maintenance area. All of the electrical connections as well as Andover devices were mounted in the Equipment Storage Buildings at Dexter, Parenti, Kilmartin and Roger Williams. The network wires for these buildings were pulled and terminated in January. A new intercom/entry system was ordered to replace the old one at the Coddington Court Management Office. A new fire alarm module was installed in the fire alarm panel at 335 Hartford Ave. to replace the one damaged by water related to a fire in unit 1008. The new card access and CCTV installation was completed at 300 Hartford Ave. It consists of two vandal-proof cameras

and card readers that are installed at the front door to the manager's office and back entrance to the maintenance area. New conduit was surface mounted inside the building to replace a damaged underground conduit. Work was completed in March along with the security system for Roger Williams. A buzzer system was installed at the visitor's entrance of 40 Laurel Hill Ave, to allow visitors to buzz the dispatcher in order to gain entrance into the building. Two phone lines were installed in the library located on the 17<sup>th</sup> floor at Carroll Tower to allow computer access to the internet via modem for tenant use. All the network, phone and security equipment at Parenti Villa were put into a water proof cabinet. In April, The domestic hot water boiler installed at Sunset Village was connected to the Energy Management System and all necessary programming was completed. Quarterly fire alarm and generator inspections were completed in May and the card access/security installation was completed at the Coddington Court Management Office. New hearing impaired devices were installed at 108 E Fillmore St. and a new intercom system was installed at 53 Salmon St. In June a new intercom system was installed at 25 Salmon St. The 2<sup>nd</sup> Quarter fire alarm inspections were completed and new card access report software was installed on the Human Resource Officer's computer.

### **Maintenance Activities**

#### **□ CHAD BROWN/ADMIRAL TERRACE/SUNSET VILLAGE**

During the year, 37 units were turned around (UTA) by FM staff for lease, a decrease of 2 from the previous year. Fix N Paint completed twenty-four apartments during the year. The rest were done by Authority painters. Thirty-six units were cleaned by Sunrise Kleening and Ruggieri Bros. installed vinyl composition floor tile in three apartments. Omark Consultants, Inc. conducted the semi-annual walking flame ionization gas leak surveys in December 2005 and again in May 2006. The December survey revealed two Class II leaks and one Class I leak which required immediate attention at 35 March Street. GPL Construction was brought in to excavate the gas lines and make repairs at this location. The May survey revealed two Class II leaks at Admiral Terrace, one at Chad Brown, and three Class-3 leaks at Chad Brown. These less serious leaks will be addressed during July 2006. In July the Authority assisted Providence Water in replacing 16 water meters at the Admiral Terrace buildings. The new meters were automatic reading types which result in accurate meter readings upon which the water and sewer use bills are based. In April the domestic hot water system at Sunset Village was upgraded. The conversion consisted of replacing an original water storage tank with two high efficiency



storage tanks. The hot water generator was also installed, replacing the original domestic hot water boiler. The equipment was purchased from the Capital Fund Budget; however, the work was performed by in house HVAC Staff. The installation satisfied the Authority's insurance company who noted on last years inspection report that the hot water tank was suspect. In May a new fire alarm designed for handicapped units was installed at 108 Fillmore Street, apartment "E". A Bid Package was prepared for the repair of a concrete walk at 285 Chad Brown Street, the concrete ramp to the play ground and the parking lot paving between 104-108 Fillmore Street. The bids are scheduled to be opened in July, 2006.

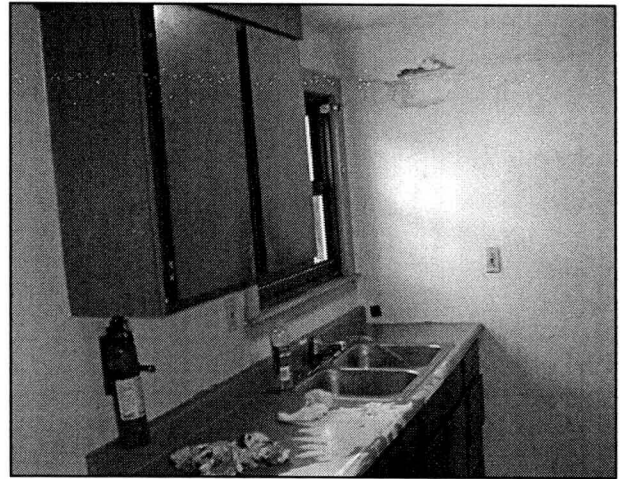
#### □ ROGER WILLIAMS

At Roger Williams, during the year, seven units were turned around and given to the Management Department for lease, a decrease of one from last years' number. During November Staff Painters covered graffiti with fresh paint as needed in common hallways and on the exterior of all the buildings. The domestic hot water tank failed at 666-668 Prairie Avenue in April. The tank was warranted and replaced for a nominal fee. The installation was completed with a minimal of down time. In May ten units were chosen as part of the IPM project. Two members from the Healthy Housing project and PHA staff visited each of the 10 units and placed monitor strips to measure the amount of infestation. Ten days later the monitors were collected and analyzed for roach activity.

#### □ CODDING COURT

Seven units at Coddington Court were turned around and given to the Management Department for lease during the fiscal year, a decrease of six from the year before. Fix N Paint completed two units while Authority painters completed the balance of the UTA's. In July of 2005 Staff Electricians replaced ballasts in eight pole lights. Staff Carpenters removed and replaced rotted wood on the benches throughout the development. The Authority assisted Providence Water in replacing the Coddington Court water meters with new automatic reading meters. Staff painters completed painting of exterior hand railings at 124-126, 128-130, and 132-134 Dodge Street in August. In September mailboxes throughout the development were painted. Maintenance Staff stripped and waxed floors in the library, kitchen, computer and community rooms, and hallway in the Community Center. In October staff removed the entrance mat and replaced it with vinyl tile at 138 Dodge Street. Also, the common hallway door windows were removed and replaced with larger windows at 138 and 140 Dodge Street. In November

the lawn irrigation system was winterized by Datop Sprinkler Company. Also, security screens were installed over the common hallway door windows at 142 Dodge Street by Metro Windows, Inc. This was done due to several instances of vandalism to the windows. The floors in the Manager's Office and Community Center were stripped and waxed during June. A new refrigerator was installed at 134 Dodge Street, Apartment 301. Broken chain bollards were replaced in the parking lot and shrubs were trimmed. The PHA exterminator was dispatched to respond to tenant reports of rodents in the bushes and grounds.



*An apartment undergoing unit turnover by Facilities Management Staff*

#### □ HARTFORD PARK

In FY05, FM staff turned around 107 units for lease, an increase of 39 from the previous year. Of this number, 56 were painted by Fix N Paint while the remaining 51 were done with Authority painters. Four units were cleaned by Legacy Cleaning and eighty-one units were cleaned by Sunrise Kleening. In July work on the flower beds was completed at 2 and 9 Whelan Road. This work was part of a joint project with the Tenants Association, several non-profit organizations and the Authority. The community groups worked to spruce up the entrance to Merino Park. Fifty, 55-gallon drums were delivered which were painted by the youth groups and used throughout the development as trash receptacles. Work was underway to repair the damage at the Hartford Park Head Start facility which was vandalized in early 2005. Existing sinks, cabinets and countertops were removed. The damaged walls were repaired by volunteers. One of the PHA Plasters volunteered his time over several days to tape and prepared the gypsum board for painting and one of the PHA Painters volunteered his time to prime the newly installed walls. Volunteers then repainted the walls. Staff ordered replacement glass for the entrance door and office window as well as new toilet partitions,

sinks, faucets, coat cubicles, countertops, and miscellaneous shelving. FM Building Systems and Controls staff installed a new security system in the building. By October, Restoration work was completed. New security screens were installed on three windows and the new coat lockers were received. A fire occurred the morning of January 29<sup>th</sup> at 335 Hartford, Apartment 1008. The apparent cause was from a tenant placing a sofa cushion on the stove that was left on. The fire destroyed the unit including the appliances and kitchen cabinets. Smoke damage extended out to the hallway. The fire standpipe leaked at the ceiling of the ground floor and also flooded the ground floor. Ten Maintenance workers, including a Plumber, Carpenter, and Electrician, were called in for clean up and repairs to the fire alarm panel. Thyssen Elevator was also called in to reset the elevators. During the hook up to the standpipe excessive leaks at these standpipes and associated valves caused major water damage and flooding to occur, including at the electronic fire alarm system, the entry intercom panel, and the elevator shaft-ways and the elevator cars. Onsite repairs were made to the fire alarm and the intercom system. One elevator car was able to be reset to running condition. Permanent repairs to all these systems was addressed and completed. During the month of June, Staff cleaned the interior and side of the FM Garage where appliances were stored. Twenty new trees were planted by Kinder Tree Company on Hartford Avenue between 2 Whelan and 26 Bodell. Staff planted flowers in front of 26 Bodell and 335 Hartford in the raised bed along the entrance walkway. Pigeon droppings were cleaned off all the balconies at 335 Hartford. Two 4x4 slabs of concrete were repaired along the rear of walkway of 335 Hartford.

#### □ MANTON HEIGHTS

The Facilities Management staff at Manton Heights turned around 46 units for lease during the year, a decrease of 6 units over the previous year. Fix N Paint painted 19 units and the remaining 27 were done with FM staff painters. Sunrise Kleening, cleaned twenty-three apartments in the development for painting during the year. At the beginning of the fiscal year, the interior of the Recreation Center was painted along with the exterior electrical panels throughout the development. Countertops were installed in three units and two roof drains on the brick buildings were unclogged. In August three roof leaks were repaired by a roofing contractor and two roof drains were cleared of debris. Tree trimming was completed by North Eastern Tree Service. Staff graded the hill that surrounds the lower part of the development. Several roof leaks were addressed under warranties by Apollo

Roofing and Furey Roofing. Most of the leaks were caused by unauthorized foot traffic and vandalism and was not covered by the warranty. Duct work cleaning was completed in November in the Administration Office. A large tree that was blocking a security camera was removed by North Eastern Tree Service, Inc. from the hill outside 37 Salmon Street. Old tiles that were becoming a trip hazard were removed from two hallways during December. Several batteries in exit lights were replaced in buildings throughout the development. Trees were trimmed behind 59 Salmon for a bike path. Several old refrigerators were scrapped. Staff met with Casey Engineering Maintenance Systems in March. Products were researched for the resurfacing of the common hallway floors to eliminate existing floor tiles. Spring cleanup began on the grounds. Leaves were raked and the flower beds were prepped for mulch. Staff met with O'Brien & Sons concerning the playground tiles throughout development. They provided an estimate for materials to make repairs to the tiles and the play equipment and an order was placed to purchase the necessary materials. Work began in April on the repairs. Staff installed dowels along the edges of the mats that lock them together and are used an adhesive to glue the mats to the concrete. As a result of the heavy rains in June, there were roof leaks at 41, 59, and 67 Salmon Street. Furey Roofing responded to 59 and 67 Salmon and made repairs to a vent stack and pitch pocket. Apollo Roofing responded to 41 Salmon and caulked a pitch pocket. The hill behind 59, 63, and 67 Salmon along the new bike path caved in due to all the rainfall. The cave-in caused large sections of the concrete walkway to become undermined. The D.O.T. responded and most of the washed out areas were filled in. A section of walkway was temporarily fenced off where further repairs are to be made by the D.O.T. A tree with a rotted out trunk was taken down near 29 Salmon Street. Playground mat repair work is continued along with fence repairs. Apollo Roofing & Sheet Metal, Inc. was awarded a Contract to repair a section of the roof and the flashing at the walkway railings at 63 Salmon Street.

#### □ DEXTER MANOR I AND II

During the past year, 54 units were turned around for lease, an increase of 12 from the previous year. Of this number, thirteen were painted by Fix N Paint. Ocean State Building Wrecking and Asbestos Removal completed the abatement of asbestos containing floor tiles in three apartments and Ruggieri Bros. installed new vinyl composition floor tile in those apartments this year. In July, repairs were completed by an outside contractor to the deteriorated curbing and pavement at

the catch basin in the handicap parking area. Water was shut down in apartments during August to replace the main waste line in the boiler room for apartments on the east side of Dexter I. The Admin Offices were also exterminated. In September two units were exterminated for bed bugs. Tile and rugs were removed from two apartments. A new bathroom vanity and basin was installed in an apartment and new kitchen countertops and associated plumbing was completed in four apartments. The water supply to the building was shut down to assist the heating contractor on September 13<sup>th</sup>. Paint was touched up in the first and second floor Training Rooms while cyclical painting was done throughout the building. During October, one additional unit was confirmed for Bedbugs and was treated. Several leaks occurred resulting from the heavy rain during October. Apollo Roofing was brought in to investigate the area that was causing leaks between Dexter I and II and made repairs to a number of areas on the Dexter II roof. Paint and plaster repairs were made to the vestibule leading to the waiting room at Dexter II in February. The Executive Office, maintenance shop, stock room, and bathroom doors and frames were also painted by staff Painters. The first and second floor carpets were cleaned at the administration office at Dexter II by Complete Cleaning Systems Inc. Sixteen apartments were exterminated for bed bugs during March by Safe Guard Pest Control, Inc. A request was made by the Dept. of Health to remove and replace the wood shelves with chrome vented shelves in the two food closets used by the meal site program. The shelves were installed by the PHA Carpenter. In April, the flower beds were prepped and mulch was spread by the ACI grounds crew. The concrete foundation was power washed by Staff. Carpenters secured the canopy over the rear entrance door at Dexter II. Binzwanger Glass Co. replaced a glass window on the rear entrance door which was vandalized. Graffiti in hallways and door casings were painted as needed. The first phase of fertilizer was applied to all high-rise building lawns by Superior Lawn Maintenance. The exterior benches on the grounds were sanded, primed, painted, and stained in May. The rug in the reception area at Dexter II was shampooed and cleaned. A new kitchen countertop, cabinets, sink, and garbage disposal were installed in the Administration Kitchen at Dexter II. This area was also painted by Staff painters. In June, the tenant lobby area, computer room and ramp directly behind the receptionist were stripped and waxed by in-house laborers. Staff planted flowers around the sign in the parking lot.

#### □ DOMINICA MANOR

Eighteen units were turned around during the year, a decrease of four from last year's total. Ocean State Building Wrecking and Asbestos Removal completed the abatement of asbestos containing floor tiles in ten apartments and Ruggieri Bros. installed vinyl composition floor tile in those apartments this year. In August, there were two new and eleven follow up treatments for Bedbugs. The water supply was shut down on 30 August to change a mixing valve in the boiler room. In December Apartment 107 received a second and third treatment for bedbugs and a new hollow metal door and hardware was installed by Columbus Door Co. to replace the access door to the roof from the Penthouse. In January one new case of bedbugs was reported; this apartment, along with adjacent apartments was treated. Apartment 1213 which had been previously damaged by fire was turned over to Management. A new bathtub and drainage was installed in Apartment 1505 and the follow up plaster work was completed. In February a second treatment for bedbugs was completed while repairs to the roof over the Community room kitchen were made by Apollo Roofing. In March the main lobby paint was touched up by Painters. Glass on the sliding balcony door on the sixth floor was replaced by Binswanger Glass Co. All the flower beds were cleaned and prepped and mulch was spread in the beds by Laborers. In April staff spread loam and planted grass seed on lawns. A flower bed was installed near the rear parking lot fence facing Federal Street. Laborers prepped and spread mulch on the Adopt-a-Spot on Atwells Avenue. In May repairs were made to the irrigation system around the new equipment storage building by Datop Irrigation Specialists, Inc. In June Painters prepped and stained exterior benches along with the boiler and maintenance room doors. In-house Laborer striped and waxed the community room floor. The sign on the front lawn was vandalized with graffiti and was repainted. The maintenance and trash chute rooms floors were prepped and painted by in house Painters.

#### □ CARROLL TOWER AND PARENTI VILLA

In FY 2005, 83 units were turned over for lease at these two buildings, an increase of 24 from the previous year. Of this number, 37 were at Carroll and 46 at Parenti. Fix N Paint, completed the painting of 57 units, 32 at Carroll and 25 at Parenti with the remaining twenty-six done by FM painters. Ocean State Building Wrecking and Asbestos Removal completed the abatement of asbestos containing floor tiles in nine apartments at Carroll and ten at Parenti. Ruggieri Bros. installed vinyl composition floor tile in



those apartments. In August, at Carroll Tower, there was one new case of Bedbugs and the three adjacent apartments were treated as a preventive measure. During December most of the month was dedicated to unit turn over. Parenti had the most vacant units of all the high-rise buildings. Seven units were turned back to Management this month. On the evening of January 29<sup>th</sup>, all Parenti Villa tenants were evacuated by the Providence Fire Department due to an odor which was causing people to choke and have difficulty breathing. PHA staff, PFD and homeland security checked all the building systems which were found to be in working order, and not the source of the odor. Although the source of the odor has not been verified, it is believed to have been caused by an act of vandalism when someone possibly sprayed pepper gas into the stairwells and elevator shaft, or was able to get access to the roof and sprayed it into the air conditioning and heating unit for the common hallways. The locks to the roof doors were changed in order to limit unauthorized access. In April Staff prepped all the flower beds at Carroll Tower and spread mulch on the grounds. Staff also spread loam and planted grass seed on the lawn. Draperies in the community room were replaced with low maintenance vertical blinds. At Parenti Villa, Staff Painters painted all elevator doors, trash chute room doors, lobby bathroom doors and graffiti in all corridors and stairways. Carpenters replaced the foyer rug at the front entrance to the building. Staff prepped all the flower beds and spread mulch on the grounds and on the Adopt-a-Spot Island on Tobey Street. Staff also spread loam and planted grass seed on the lawn. In May several sections of the walkway and curbing at Carroll Tower were replaced in the parking lot near the boiler room door by Narragansett Improvement. The hallway on the 11<sup>th</sup> floor was re-painted to cover damaged areas from a fire that had previously occurred in apartment 1106. Vertical blinds were installed in the community room and meal site room by the Blind King and the Plumber installed exterior stand pipe covers for the sprinkler system. At Parenti Villa, the exterior benches were sanded and stained by Staff Painters. In June Staff Painters sanded and painted exterior benches on the grounds at Carroll Tower. Also peeling wall paper was removed and the walls were painted in the Manager's Office. Elevator fronts and chute room doors were painted and areas in the lobby and community room were touched up. At Parenti Villa, the flagpole was relocated and new American and State flags were attached to the relocated pole.

The area on the front lawn was prepped for installation of a gazebo by in-house Staff. The gazebo was installed by Fireplace Showcase. Staff planted flowers around the sign on the front lawn and storage building.

#### □ KILMARTIN PLAZA

Thirteen units were turned over for lease at Kilmartin Plaza, a decrease of 1 from the previous year. Fix N Paint completed painting in ten units with the remaining 3 done by FM painters. Ocean State Building Wrecking and Asbestos Removal completed the abatement of asbestos containing floor tiles in three apartments and Ruggieri Bros. installed vinyl composition floor tile in those apartments this year. During September Staff cleaned and buffed the Community room. In April Staff prepped all the flower beds and spread mulch on the grounds and in June grass seed was planted as needed in front of the building.



*New Gazebo on the grounds at Parenti Villa*

#### □ SCATTERED SITES

At our Scattered Site developments during the past year, 32 units were turned over for lease, an increase of 6 from the previous year. Of this number, 15 were painted by Fix N Paint. Sunrise Kleening completed cleaning of seventeen apartments in the development for painting during the year. Ruggieri Brothers installed vinyl composition floor tile in four apartments this year. In July Staff installed clothes line poles at 7 and 9 Ark Street and 69 and 71 Fillmore Street. During August Staff Electricians replaced light fixtures at 37 Suffolk Street while PHA Carpenters replaced a kitchen countertop. A boiler was replaced at 136 Mitchell by the heat crew. River Point Construction, Inc. was issued a Purchase Order to repair tripping hazards in the concrete walks at 130-132 and 134-136 Mitchell Street. In September Staff Carpenters replaced kitchen countertops and bathroom vanity tops in the first and second floor bathrooms at 136 Mitchell Street. Staff Carpenters also installed a sub-

floor at 821 Manton while Ruggieri installed vinyl floor tile and a cove base in this unit. Hi-Tech Refinishing re-glazed bathtubs at 16 Boyd, 15 Ring, and 13 Dome Street. River Point Construction, Inc. completed repair of the concrete walks at 130-132 and 134-136 Mitchell Street. Staff assisted Providence Water in the change out of water meters at 124 Tell St., 193 Whitehall St., 16 Ruby St., 136 Mitchell St., and 82 Burnside St. This work was part of the replacement of residential water meters to automatic reading type meters. In October Staff Carpenters removed the living room windows and installed new windows, sashes, and tracking at 136 Mitchell Street. Staff carpenters installed shower surrounds at 40 Henrietta and 20 Salisbury Street and new kitchen countertops were also installed at 40 Henrietta. A sink hole was filled in near the backyard fence between two duplexes on Whitehall and Hillwood Street. River Point Construction, Inc. was issued a Purchase Order to repair front and rear entrance walks at 51 Wayne Street. In November Staff Carpenters installed a sub-floor and new kitchen countertops at 21 Miner. Vinyl floor tile and cove base was also installed at this location by Ruggieri Bros. Carpenters installed linoleum in the second floor bathroom at 821 Manton and a shower surround at 57 Flora. In December Staff Carpenters installed linoleum in the first and second floor bathrooms, a shower surround in the second floor bathroom, and a new countertop in the kitchen at 21 Miner. The bath tub was refinished also at this location by High Tech Refinishing. In January Staff Electricians replaced ten light fixtures and Staff Carpenters installed a shower surround in the second floor bathroom at 53 Flora. An occupied unit at 39 Comstock was painted by Staff Painters and Staff repaired a fence struck by a vehicle at 45 Suffolk. In February a new kitchen countertop, refrigerator, two medicine cabinets, a new plastic tub surround, and three light fixtures were installed at 74 Burnside. Also, two smoke alarms were re-wired at this location. A new floor was installed at 19 Derry Street. In March a new kitchen countertop, a new plastic tub surround, new floor tile, and light fixtures were installed at 19 Derry Street. Gutters were re-attached to 27 Congress. A new domestic water vent collar was replaced on the roof of 85 Bergen. New refrigerators were installed at 43 Barbara and 74 Burnside, a new stove was installed 122 Mitchell, and a new toilet was installed at 66 Burnside. In April a new stove and refrigerator were installed along with six new glass windows at 19 Derry Street. The kitchen floor at 397 Cahill which had rotted boards was repaired, and a new luan floor was installed at 245 Sayles Avenue. Floor boards were replaced in the bathrooms of 1 Miner Street and 11

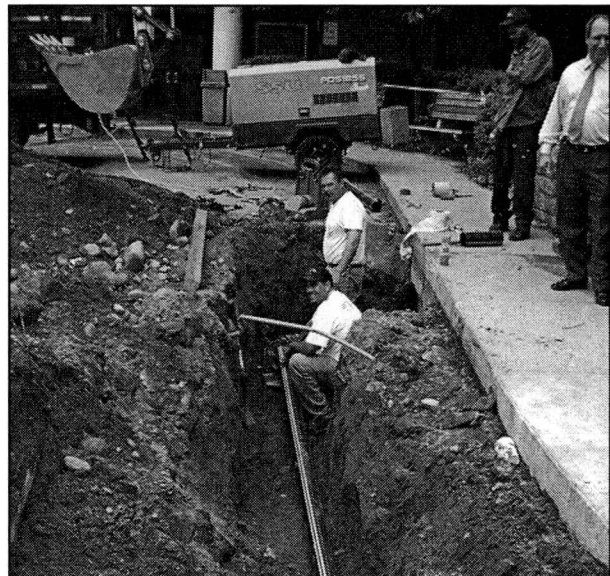
Ocean Avenue. New kitchen countertops and a new tub surround were installed at 43 Suffolk. The handicapped ramp at 8 Salisbury was repaired. New kitchen cabinets, new bathroom floors, and a boiler were installed at 190 Hanover. Repairs were made to the walkway at 27 Congress. In May, new stoves were installed at 130 Stansbury, 192 Hanover, and 249 Sayles. New refrigerators were installed at 8 Derry Street and 190 Hanover. New kitchen cabinets and a sub-floor were installed at 245 Sayles Avenue. The bathroom ceiling was replaced in the 2<sup>nd</sup> floor bathroom at 78 Opper Street. In June new kitchen countertops, new kitchen plumbing and a faucet, and new vinyl flooring were installed in both bathrooms at 245 Sayles Avenue. A new stove and refrigerator were also installed at this location. A sewer main was snaked out at 55 Phebe Street. New tub surrounds were installed at 27 Congress and repairs were made to the bottom of the walkway at 29 Congress.

#### □ AUTHORITY WIDE

In July Cintas/Advanced Fire Protection, Inc. was awarded a two year contract for Fire Extinguisher Service for the 192 extinguishers and two kitchen range hood ansul-halon systems in Authority public spaces and work areas. In August the contractor inspected all extinguishers and the two range hoods and serviced extinguishers as needed. Monthly inspections of all extinguishers were done by our HQS inspectors. The Authority continued to address Bed Bug infestation at its developments throughout the year. There were two new cases at Dominica Manor, one at Dexter and one at Carroll Tower. Treatments were done by a licensed commercial pest control contractor. In August two new cases were reported at Dominica Manor, one at Carroll Tower, and one at Chad Brown. In September three new instances were reported, two at Dexter Manor, and one at a Scattered Site. In October one new case was reported at Dexter Manor and one follow up treatment was completed at Dominica Manor. In November one new case was reported at Dominica Manor. In December a second and third treatment took place in one apartment at Dominica Manor; however no new cases were reported this month. In February one new case was reported at Dominica Manor. In May one unit was exterminated for bedbugs at Kilmartin Plaza by Safe Guard Pest Control, Inc. Staff continued to work with Enlightened Energy Consultants, who conducted an energy audit of the Authority's properties as required by HUD. They also prepared an RFP for the purchase of 3rd Party electricity for a consortium of housing authorities in Rhode Island including the Providence Housing Authority. One response was received and it was higher than the existing rate offered

by the utility. This was due to the tremendous run up in utility prices due to the storms which hit the gulf coast. It was expected that the RFP would be reissued sometime in early 2006 after the markets stabilize. In October, the draft report was received and reviewed by staff. Recommended corrections or changes were forwarded to the consultant. The final Energy Audit Report including FM staff changes was completed in December by Enlightened Energy Consultants. EEC prepared the Request for Proposals (RFP) for the hiring of an Energy Services Company, (ESCO) to do the investment grade audit of housing authority facilities. The RFP included several other public housing authorities besides Providence including Woonsocket, Warwick, and Portsmouth. A Pre-Bid Meeting for ESCO's interested in being selected as the Energy Performance Contractor was held on December 13<sup>th</sup> at the FM Building. Several interested ESCO Representatives viewed the complexes of the Authority on December 14<sup>th</sup>. Bid responses for the ESCO project were received as scheduled on January 13<sup>th</sup> at Coastal Housing Authority in Portsmouth RI. The bids were delivered to PHA in Providence, on January 20<sup>th</sup> for a review and rating. A meeting was held on January 27<sup>th</sup> at 40 Laurel Hill Avenue to interview the three top rated bidders by all Rhode Island Housing Authorities participating in the ESCO project. The four housing authorities ranked and rated each of the three selected vendors; and mutually selected Ameresco Solutions, Inc. of Framingham, Massachusetts as the approved bidder. The approval was formally announced to HUD on February 8, 2006 by Portsmouth Housing Authority. The first phase of the project would be for Ameresco to provide a fiscal energy audit of all Providence Housing Authority energy related expenses. It was expected that a formal energy audit contract would be executed by the participating housing authorities in early March, and also that the East Greenwich HA will be added to this Contract by amendment. On March 31<sup>st</sup> forty data logger devices were temporarily placed into various Authority-wide tenant apartments to record actual apartment temperatures and humidity. The temperature/humidity data will be used to accurately study the amounts of energy used by the Authority to provide heat in the various buildings and to develop a base-line for use in future energy project selections following the initial study. A second phase of the project took place in April with the start of physical inspections of Authority apartments and public spaces. As part of establishing an energy base-line for determining future needs, and establishing energy saving projects the physical inspection of approximately 275 Authority apartments and many

general public spaces was addressed in April and May. During June, Ameresco Engineers field inspected many of the Authority's facilities as part of an engineering survey of the Authorities utility systems. The completed Fiscal Energy Audit with report was expected to be forwarded to the Authority in July. The first major snowstorm of the year occurred on Sunday, February 12<sup>th</sup>. Snow began falling shortly after midnight on Saturday and continued through most of the early morning hours, at some points at the rate of 2-3 inches per hour. Severe winds clocked in excess of 50 miles per hour caused constant drifting and blowing of the snow making some areas impassible. On Sunday morning, a *limited* State of Emergency was declared by the Governor, urging all citizens to stay off the roads to allow snow removal crews to keep up with the blowing and drifting snow and keep the highways clear. The FM Building was utilized as a command center. Facilities Management staff were called in beginning early Sunday morning to address the storm. By the end of the storm, 32 staff members had worked more than 367 hours on snow removal. Equipment used included twelve trucks with plows, eleven snow blowers, two snow brush machines, six tractors with plows, two front-end loaders, the recently purchased Bobcat skid-steer loader and the new sander truck. Hot meals were prepared for Staff utilizing the kitchen in the employee lunch room. Total official accumulation at TF Green Airport measured 9.4 inches with some PHA facilities reporting drifts of over 3 feet. Narragansett Improvement Company was the low bidder for the repair of concrete walks at Dexter Manor, concrete curb and walk at Carroll Tower and pavement patching at Admiral Terrace was completed in April. The spring clean up began at Dexter Manor with a crew of seven ACI inmates.



*FM Staff Supervising Private Contractor Performing Gas Leak Repairs*



From Dexter the crew moved to 40 and 50 Laurel Hill Avenue for one day then moved on to Chad Brown, Admiral Terrace, and Sunset Village. When they completed the work at Chad/Ad, they moved to Coddington Court, then on to Manton Heights, and Hartford Park where they cleaned and mulched flower beds along Hartford Avenue.

In-house staff supplied logistical support by delivering tools and pine bark mulch as needed at each development and assisted with use of a backhoe and Bobcat to move mulch at those developments. This project was completed in May. Chute Master Environmental completed cleaning and disinfecting of the trash chutes at all buildings.

On May 24<sup>th</sup> the natural gas leak survey was conducted at our three privately owned and managed gas network. A Class I leak was detected at 335 Hartford Ave. at the wall penetration feeding gas to the emergency generator. Rosciti Construction was called to exhume and make necessary repair to mitigate the leak at the building. Due to the underground location of the pipe a vacuum truck was needed to minimize damage to the sidewalk, block wall and driveway. Rosciti was unable to provide the equipment needed on an emergency basis. DiNoble Corp, a local contractor responded with his vacuum truck and a call was made to DIG-SAFE to mark underground utilities. Due to the fact it is considered private property, response is not too thorough by local utilities. The dig began at the exterior northwest wall to expose the leaking gas piping. The hours grew and so did the hole, now encompassing two sidewalks, a block retaining wall and the driveway at the main entrance to the high rise. Gas levels were checked and due to the size of the freshly dug hole the gas leak was no longer a threat. The hole was secured for the evening keeping the emergency generator on line in case of a loss of electricity to the building. The stairwell emergency exit was left open in the event of a need to empty the building. Materials were ordered and the work was scheduled for June 8<sup>th</sup>. The driveway was saw cut to make repairs and patching more aesthetically attractive. On Friday June 9<sup>th</sup> the repairs were completed, a total of forty feet of poly replacement pipe was installed with a new poly shut-off in the driveway. A temporary patch was installed to cover the repairs and the driveway is scheduled to be resurfaced following settling of the earth. The survey also revealed two Class-2 leaks at Admiral Terrace, one at Chad Brown and four at Manton Heights. Additionally there were three Class-3 leaks at Chad Brown. These less serious leaks will be addressed during July 2006.

## **ADMINISTRATION & PLANNING DIVISION**

### **HQS Inspections**

The two FM staff HQS Inspectors continued to perform individual unit and Buildings and Grounds inspections using their handheld computers. The Inspectors perform property, site, common area and building exterior inspections annually. Skilled trade and HVAC staffs perform the various building system inspections. The inspectors schedule which units are to be inspected, perform the actual inspections, and generate work orders based on violations identified. The PHAS system tracks the inspection date, work orders generated, and whether the building passed or failed. The two inspectors inspected all 2,606 dwelling units in the Authority's inventory during FY 2006. A total of 8,645 work orders were generated from the HQS inspections.

### **Inventory Control**

The annual inventory was conducted from June 27<sup>th</sup> through 30<sup>th</sup>, 2006 and reports were forwarded to the Finance Department. The value of the inventory in Maintenance was determined to be \$339,309.49. When the inventory was completed, 94.79% of the inventory value was accounted for.

### **Work Orders**

Facilities Management personnel processed 64,582 work orders during the fiscal year; a decrease of 12,557 or 16% from the previous year. 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-preventive, (8) vandalism and (9) extraordinary. Routine work orders at 49% of the total, made up the largest percentage of work orders generated. Scheduled maintenance planned was the next most common category at 28%. A total of 32% of the scheduled maintenance planned work orders were performed in family sites and 68% in elderly sites. This category includes most day-to-day work tasks associated with interior and exterior building common area work at developments. Also included are seasonal programs such as snow removal and lawn care. Scheduled maintenance preventive was the next highest category at 15% of the total workload. Of the work orders generated during the fiscal year, 1,659, or 3% were outstanding as of June 30, 2006. This is in line with the department's accomplishments in each of the past ten years.

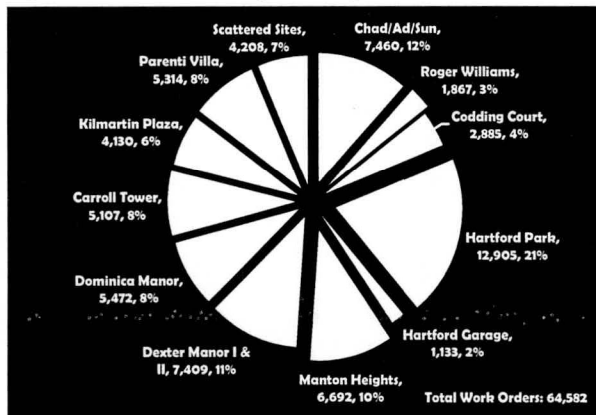
Table 1. Total Work Orders FY 1997 – FY 2006

Fiscal Year	Work Orders	Percent change from Previous Year
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%
FY 2004	77,642	-4.16%
FY 2005	77,139	-0.01%
FY 2006	64,582	-16.28%
<b>Average</b>	<b>67,641</b>	<b>N/A</b>

#### □ WORK ORDERS BY DEVELOPMENT

Hartford Park, the development with the greatest number of units at 508, produced the largest number of work orders. In FY 2006, there were 12,905 work orders at Hartford Park or 20% of the total annual workload. In addition, there were another 1,133 work orders charged to the maintenance garage. The Chad Brown/Admiral Terrace and Sunset Village developments accounted for the second highest total of work orders at 7,460, or 12% of the annual total.

Figure 1. Work Orders by Development FY 2006



The fewest work orders recorded occurred at the 40-unit Roger Williams development for the eleventh consecutive year. There were 1,867 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 2005 to FY 2006.

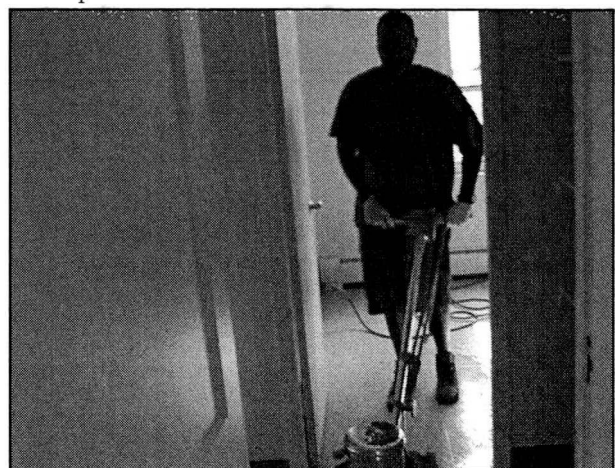
Table 2. Change in Work Orders by Development FY 2005 to FY 2006

Development	FY 2005	FY 2006	Percent Change
Chad/Ad/Sun	8,881	7,460	-0.16%
Roger Williams	2,544	1,867	-0.27%
Coddington Court	3,470	2,885	-0.17%
Hartford Park	13,186	12,905	-2.13%
Hartford Garage	2,220	1,133	-0.49% <sup>1/</sup>
Manton Heights	7,832	6,692	-0.15%
Dexter Manor I & II	8,714	7,409	-0.15%
Dominica Manor	6,575	5,472	-0.17%
Carroll Tower	6,448	5,107	-0.21%
Kilmartin Plaza	5,754	4,130	-0.28%
Parenti Villa	6,916	5,314	-0.23%
Scattered Sites	4,599	4,208	-0.09%
<b>Total</b>	<b>77,139</b>	<b>64,582</b>	<b>-16.28%</b>

From FY 2005 to FY 2006 there was a decrease of 12,557 work orders or 16% from the previous year.

#### □ NUMBER OF WORK ORDERS TO UNITS

The ratio of work orders to Authority units in FY 2006 was 25:1. This represents a decrease of 5 from FY 2005. With a total of 29,067 work orders, the elderly/disabled developments generated an average of 26 work orders per unit while the family developments had an average of 23 work orders per unit. Roger Williams generated the highest per unit average of 47 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. The number of work orders generated for a development is related to its age, physical condition, and the fact that some work order classifications produce the same numbers of work orders, regardless of the number of units in the development. Table 3 presents the Work Orders to Unit Ratios for all developments.



A Facilities Management staffer preparing a unit for lease



Table 3. Work Orders to Unit Ratio FY 2006

Development	No. of Work Orders	No. of Units	Ratio
Chad Brown	4,426	198	22:1
Admiral Terrace	2,715	153	18:1
Sunset Village	319	24	13:1
Roger Williams	1,867	40	47:1
Codding Court	2,885	120	24:1
Hartford Park	11,589	388	30:1
Hartford Hi-Rise	1,316	120	11:1
Hartford Garage <sup>1/</sup>	1,133	N/A	N/A
Manton Heights	6,692	330	20:1
Dexter Manor I	6,086	200	30:1
Dexter Manor II	1,323	91	15:1
Dominica Manor	5,472	204	27:1
Carroll Tower	5,107	194	26:1
Kilmartin Plaza	4,130	106	39:1
Parenti Villa	5,314	194	27:1
Scattered Sites	4,208	244	17:1
<b>Total</b>	<b>64,582</b>	<b>2,606</b>	<b>25:1</b>

<sup>1/</sup> Garage work orders are not associated with a unit.

Figure 2. Average Number of Work Orders per Unit FY 2006

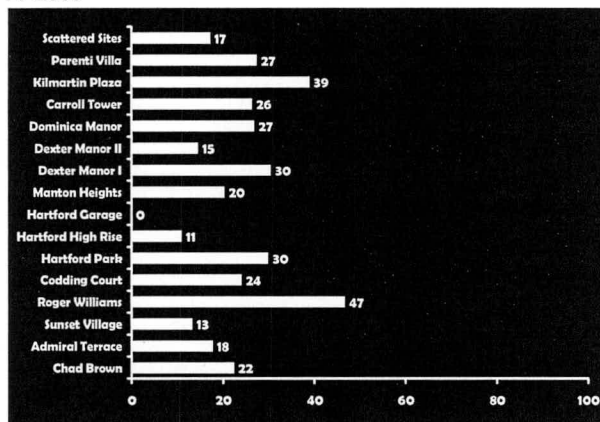
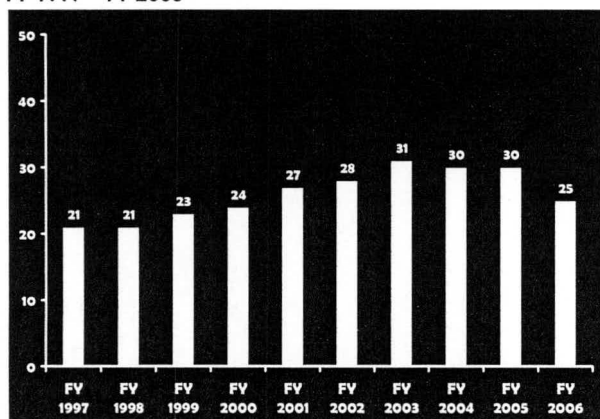


Figure 3. Average Number of Work Orders per Unit FY 1997 – FY 2006



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. The PHA's computerized work order system provides the Authority with the ability to classify work under the nine work categories as well as almost 900 individual service codes. The service codes are broken down by general work type such as electrical, plumbing, carpentry, appliances, boilers, general maintenance etc. Under each work type there are a large number of specific codes for the individual tasks done under the major types. For example under appliances there are codes for various types of refrigerator repairs and stove repairs. This allows for all types of detailed analysis of the work order data by sorting various selection criteria.

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 50% of the total over the past five years. However the percentage of scheduled work orders to total work orders has gradually decreased from 57% in FY2002 to 43% during the past year. Routine work orders account for 41% of the total average. Emergency, urgent, vacancy rehabilitation, HQS inspection, vandalism, and extraordinary work orders make up the balance of 16% average.



Department of Facilities Management staff performing grounds maintenance

During FY 2006, the department of Facilities Management performed 64,582 work orders. This year, for the third consecutive year, the number of work orders has decreased. The percentage relationship between work order types however, has remained relatively constant. Scheduled Maintenance, both Planned and Preventive, no longer commands the highest amount of staff attention as 27,878 work orders were written for this category. Routine work orders are now the highest type written with 31,931.

Table 4. Work Order Categories as a Percent of Total Work Orders FY 1997 – FY 2006

Year	Emergency	Urgent	Routine Resident Service	Vacancy Rehab/Unit TA	Planned Preventive	Scheduled Maint-Planned	Scheduled- Maint. Preventative	Vandalism	UPM Inspection	UPM Work Order	Cyclical Paint	Extraordinary	HQ5 Referrals	Total	Total W/O's Completed	% W/O's Completed
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%		
FY 2004	621	196	32,501	4,873	N/A	25,765	13,289	254	N/A	N/A	N/A	1	142	77,642	76,970	99.1%
Percent	0.80%	0.25%	42%	6%	N/A	33%	17%	0.33%	N/A	N/A	N/A	0%	0.18%	100%		
FY 2005	380	385	34,436	3,899	N/A	24,533	13,348	125	N/A	N/A	N/A	0	33	77,139	74,698	96.83%
Percent	0.49%	0.50%	44.64%	5.05%	N/A	31.81%	17.31%	0.16%	N/A	N/A	N/A	0%	0.04%	100%		
FY 2006	310	526	31,931	3,654	N/A	18,227	9,651	104	N/A	N/A	N/A	0	179	64,582	62,923	97.43%
Percent	0.48%	0.81%	49.44%	5.66%	N/A	28.22%	14.94%	0.16%	N/A	N/A	N/A	0%	0.25%	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 HQ5 Referrals in 2001.

3) Two new categories – Urgent and Extraordinary were added in 2000.

### 1. Emergency Work Orders

The department recorded 310 emergency work orders during FY 2006, an 18% decrease from FY 2005. This decrease is attributable to the effectiveness of the HQS inspection system over the past several years in identifying emergencies as well as making sure work orders are not misclassified as emergencies. The majority of emergency work orders are electrical and include such things as missing switch and outlet covers, broken GFI's, and exposed wires. The second most frequent type is missing or malfunctioning smoke detectors. Others include gas orders or gas leaks and any situation that might cause an immediate threat to the health and safety of residents. It is the policy of the Authority that Emergency Work Orders are responded to and stabilized or completed within 24 hours of when they occur.

### 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 people or property if left unattended, but are not considered life threatening. This type of situation, if not addressed, could allow damage to be caused to Authority buildings or systems, such as roof leaks, water leaks or floods, broken window glass, etc. Urgent requests are normally addressed within twenty-four hours but are a lower priority than emergencies. During FY 2006, the department recorded 526 urgent work orders, a 36% increase from FY 2005.

### 3. Routine Work Orders

The department recorded 31,931 routine work orders during FY 2006, a decrease of 7% over FY 2005 routine requests and equivalent to 49% of the total annual workload. HQS inspectors for the past five years have advised residents to call in routine work orders as they occur.

Table 5. Routine Work Orders per Unit Ratio FY 2006

Development	Number of Work Orders	Number of Units	Ratio
Chad Brown	2,712	198	14:1
Admiral Terrace	1,846	153	12:1
Sunset Village	263	24	11:1
Roger Williams	400	40	10:1
Coddling Court	1,248	120	10:1
Hartford Park	5,741	508	11:1
Hartford Garage	1,132	N/A	N/A
Manton Heights	4,042	330	12:1
Hartford Hi-Rise	1,108	120	9:1
Dexter Manor I	2,324	200	12:1
Dexter Manor II	926	91	10:1
Dominica Manor	2,021	204	10:1
Carroll Tower	1,905	194	10:1
Kilmartin Plaza	902	106	9:1
Parenti Villa	1,948	194	10:1
Scattered Sites	3,413	244	14:1
<b>Total</b>	<b>31,931</b>	<b>2,606</b>	<b>12:1</b>

### 4. Vacancy Rehabilitation

Vacancy Rehabilitation work orders are the work orders generated for the work associated with Unit Turnarounds where all necessary work in a unit is completed so it is ready to lease. Once this is done it is given to the Management Department to lease. Facilities Management staff performed 3,654 vacancy rehabilitation work orders during FY 2006, a decrease of 245 work orders or 6% from the previous year. There were 424 dwelling units "turned around" by Facilities Management Staff in FY 2006, which is 81 more than the previous year. Of the total turnarounds, 23% were efficiency units, 23% were one-bedroom, 25% two-bedroom, 20% three bedroom, 7% four bedroom, and 2% were five bedroom units. Additionally, Private Contractors painted 188 apartments that were 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 determined that a great deal of duplication of effort caused the program quality to suffer with so many different people conducting inspections. In December 2000, a single inspection system was established with two full time trained inspectors as 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 2006, 179 HQS Modernization referral work orders were generated.

The following table shows that during FY 2006, Facilities Management Inspectors performed 2,606 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 2006

Work Order Type	Chad Brown	Admiral Terrace	Sunset Village	Roger Williams	Coddling Court	Hartford Park (04)	Hartford Park (06)	Hartford Park (09)	Manton Heights	Dexter Manor I	Dexter Manor II	Dominica Manor	Carroll Towers	Kilmartin Plaza	Parenti Villa	Scattered Sites	Total
Number Inspected	198	153	24	40	120	392	84	32	330	200	91	204	194	106	194	244	2,606
HQS <sup>1/</sup>	922	718	54	142	371	1566	305	158	1362	328	175	249	372	197	416	1310	8,645
Work Order per Unit	4.66	4.69	2.25	3.55	3.09	3.99	3.63	0.0	4.13	1.64	1.92	1.22	1.92	1.86	2.14	5.37	3.32
Appliance	175	134	10	39	75	295	81	41	275	38	27	18	48	26	54	204	1540
Percent	19%	19%	19%	27%	20%	19%	27%	0%	20%	12%	15%	7%	13%	13%	13%	16%	18%
Boiler	25	10	0	0	2	11	1	3	10	1	4	2	2	3	3	31	108
Percent	3%	1%	0%	0%	1%	1%	0%	0%	1%	<1%	2%	1%	1%	2%	1%	2%	1%
Carpentry	177	145	7	11	24	313	37	35	214	37	14	23	46	35	49	287	1454
Percent	19%	20%	13%	8%	6%	20%	12%	0%	16%	11%	8%	9%	12%	18%	12%	22%	17%
Electrical	123	89	7	28	79	201	60	28	197	26	26	25	41	21	52	212	1215
Percent	13%	12%	13%	20%	21%	13%	20%	18%	14%	8%	15%	10%	11%	11%	13%	16%	14%
Gen. Maint.	165	154	15	30	97	397	71	27	357	128	53	100	151	74	151	305	2275
Percent	18%	21%	28%	21%	26%	25%	23%	17%	26%	39%	30%	40%	41%	38%	36%	23%	26%
Plumbing	206	165	15	33	77	275	42	22	255	90	45	73	80	33	99	215	1725
Percent	22%	23%	28%	23%	21%	18%	14%	14%	19%	27%	26%	29%	22%	17%	24%	16%	20%
Painting	7	12	0	0	8	10	2	0	12	2	2	2	0	1	3	8	69
Percent	1%	2%	0%	0%	2%	1%	1%	0%	1%	1%	1%	1%	0%	1%	1%	1%	1%
Referrals <sup>2/</sup>	40	8	0	1	8	57	10	2	36	6	3	6	4	2	5	23	211
Percent	4%	1%	0%	1%	2%	4%	<1%	0%	3%	2%	0%	2%	1%	1%	1%	2%	2%
Buildings / Grounds	4	1	0	0	1	7	1	0	6	0	1	0	0	2	0	25	48
Percent	<1%	<1%	0%	0%	<1%	<1%	<1%	0%	<1%	0%	1%	0%	0%	1%	0%	2%	<1%

<sup>1/</sup> Total WO's summarizes all WO types except Buildings and Grounds since they are not unit specific

<sup>2/</sup> 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 the past fiscal year, 2,606 HQS inspections were performed generating 8,645 work orders or an average of 3.32 work orders per unit inspected. Scattered Sites averaged the highest number of work orders per inspection at 5.37, while Dominica Manor generated

the lowest average at 1.22 work orders per unit. By type, general maintenance work orders were most common at 2,275 (26%) of all work orders generated. Buildings/grounds work orders were the lowest at 48 (<1%) of all work orders generated.

**Table 7. HQS Inspection Status Development FY 2006**

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%	153	100%	0	0%	0	0%	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%
Coddling Court	120	120	100%	120	100%	0	0%	0	0%	0%
Hartford Park (04)	392	392	100%	392	100%	0	0%	0	0%	0%
Hartford Park (06) <sup>1/</sup>	84	84	100%	84	100%	0	0%	0	0%	0%
Hartford Park (19)	32	32	100%	32	100%	0	0%	0	0%	0%
Manton Heights	330	330	100%	330	100%	0	0%	0	0%	0%
Dexter Manor I	200	200	100%	200	100%	0	0%	0	0%	0%
Dexter Manor II	91	91	100%	91	100%	0	0%	0	0%	0%
Dominica Manor	204	204	100%	204	100%	0	0%	0	0%	0%
Carroll Towers	194	194	100%	194	100%	0	0%	0	0%	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	244	244	100%	244	100%	0	0%	0	0%	0%
<b>Total</b>	<b>2,606</b>	<b>2,606</b>	<b>100%</b>	<b>2,606</b>	<b>100%</b>	<b>0</b>	<b>0%</b>	<b>0</b>	<b>0%</b>	<b>0%</b>

#### 6. Scheduled Maintenance Planned

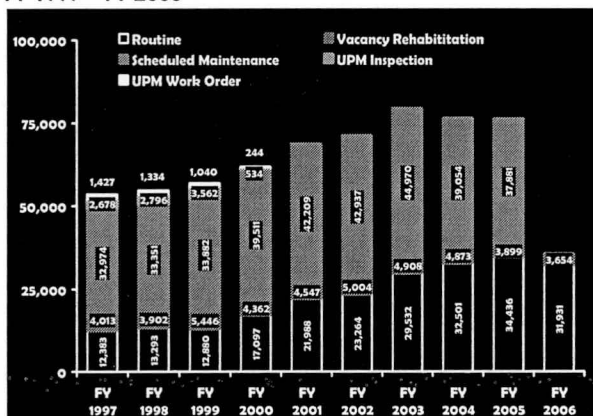
Scheduled Maintenance-Planned refers to work orders issued for the performance of routine maintenance items that are done in the same way at regularly scheduled intervals such as mopping hallways, collecting litter and mowing lawns. There were 18,227 Scheduled Maintenance-Planned work orders this year compared with 24,533 last year, a decrease of 26% from last year.

#### 7. Scheduled Maintenance Preventive

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 category amounted to 9,651 this fiscal year, a decrease of 26% from last year.

**Table 8. Scheduled Maintenance Work Orders per Unit Ratio FY 2006**

Development	Number of Work Orders	Number of Units	Ratio
Chad Brown	1,188	198	6:1
Admiral Terrace	602	153	4:1
Sunset Village	19	24	<1:1
Roger Williams	1,390	40	35:1
Codding Court	1,513	120	13:1
Hartford Park	3,104	388	8:1
Hartford High-Rise	1,746	120	15:1
Manton Heights	1,981	330	6:1
Dexter Manor I	3,436	200	17:1
Dexter Manor II	253	91	3:1
Dominica Manor	3,240	204	16:1
Carroll Tower	2,966	194	15:1
Kilmartin Plaza	3,145	106	30:1
Parenti Villa	3,091	194	16:1
Scattered Sites	204	244	1:1
<b>Total</b>	<b>27,878</b>	<b>2,606</b>	<b>11:1</b>

**Figure 4. Total Scheduled Maintenance Work Orders FY 1997 – FY 2006****8. Vandalism**

During FY 2006, the department completed 104 Vandalism work orders, a decrease of 21 work orders or 17% from FY 2005. 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 AUTHORITY work orders annually.

**9. 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 2006 were written in this category.

**WORK ORDER CATEGORY TYPE BY DEVELOPMENT**

The family developments accounted for 54% of the total work orders generated in FY 2006. With the exception of Scheduled Maintenance-Planned, where 68% 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, 84% of HQS Referrals, 88% of the Vandalism, 78% of the Emergency, 71% of the Urgent, and 64% of the Routine work orders occurred in family developments. Table 9 summarizes by development all work order type

**Table 9. Work Order Type by Development Type FY 2006**

Work Order Type	Family		Elderly / Disabled		Total
	#	%	#	%	
Emergency	241	78%	69	22%	310
Routine Res. Service	19,401	64%	11,397	36%	30,798
Scheduled Maint. Planned	5,875	32%	12,352	68%	18,227
Vacancy Rehabilitation	2,396	66%	1,258	34%	3,654
Vandalism	91	88%	13	12%	104
Urgent	374	71%	152	29%	526
HQS Referrals	151	84%	28	16%	179
Extraordinary	0	0%	0	0%	0
Scheduled Maint. Preventive	5,853	61%	3,798	39%	9,651
<b>Total</b>	<b>34,382</b>	<b>54%</b>	<b>29,067</b>	<b>46%</b>	<b>63,449<sup>1/</sup></b>

<sup>1/</sup> Does not include 1,133 work orders associated with the garage.

**WORK ORDER STATUS BY TYPE AND DEVELOPMENT**

Table 10 summarizes the FY 2006 work orders by type and development. Hartford Park with 12,905 or 19.93% of the total had the highest number of work orders of any development. This is the only development that has both elderly and family units in the same project. The total work orders are in line with the fact that Hartford has the largest number of units at 508 or 19.5% of the Authority's total.

Table 10. Work Order Status by Type and Development FY 2006

Development	Emergency	Urgent	Routine	Vacancy Rehab.	HQ's Refer- MOD	Scheduled Maintenance Planned	Scheduled Maintenance Preventative	Vandalism	Extra- Ordinary	Total	Percent of Total
Chad Brown	29	38	2,712	414	35	396	792	10	0	4,426	6.81%
Admiral Terrace	14	38	1846	207	6	417	185	2	0	2715	4.20%
Roger Williams	10	7	400	58	0	507	883	2	0	1,867	2.89%
Codding Court	18	21	1,248	74	7	663	850	4	0	2,885	4.47%
Hartford Park	72	106	5,741	736	49	2,842	2,008	35	0	11,589	17.91%
Manton Heights	41	82	4,042	502	35	915	1,066	9	0	6,692	10.33%
Scattered Sites	57	82	3,413	405	19	135	69	28	0	4,208	6.51%
<b>Subtotal Family</b>	<b>241</b>	<b>374</b>	<b>19,402</b>	<b>2,396</b>	<b>151</b>	<b>5,875</b>	<b>5,853</b>	<b>90</b>	<b>0</b>	<b>34,382</b>	<b>53%</b>
<b>Percent</b>	<b>&lt;1%</b>	<b>1%</b>	<b>56%</b>	<b>7%</b>	<b>&lt;1%</b>	<b>17%</b>	<b>17%</b>	<b>&lt;1%</b>	<b>0%</b>	<b>100%</b>	<b>N/A</b>
Sunset Village	2	6	263	29	0	19	0	0	0	319	.49%
Dexter Manor I	16	37	2,324	261	5	2,462	974	7	0	6,086	9.44%
Dexter Manor II	4	9	926	127	0	157	96	4	0	1,323	2.05%
Dominica Manor	8	20	2,021	177	6	2,437	803	0	0	5,472	8.48%
Carroll Tower	10	25	1,905	197	3	2,314	652	1	0	5,107	7.92%
Kilmartin Plaza	7	13	902	62	1	2,489	656	0	0	4,130	6.41%
Parenti Villa	10	33	1,948	228	4	2,474	617	0	0	5,314	8.24%
Hartford Hi-Rise	12	9	1,108	177	9	0	0	1	0	1,316	2.02%
<b>Subtotal Elderly/Han.</b>	<b>69</b>	<b>152</b>	<b>11,397</b>	<b>1,258</b>	<b>28</b>	<b>12,352</b>	<b>3,798</b>	<b>13</b>	<b>0</b>	<b>29,067</b>	<b>45%</b>
<b>Percent</b>	<b>&lt;1%</b>	<b>&lt;1%</b>	<b>39%</b>	<b>4%</b>	<b>0%</b>	<b>43%</b>	<b>13%</b>	<b>&lt;1%</b>	<b>0%</b>	<b>100%</b>	<b>N/A</b>
Hartford Garage	0	0	1,132	0	0	0	0	1	0	1,133	1.75%
<b>Subtotal Garage</b>	<b>0</b>	<b>0</b>	<b>1,132</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>1,133</b>	<b>2%</b>
<b>Percent</b>	<b>&lt;1%</b>	<b>0%</b>	<b>44%</b>	<b>0%</b>	<b>0%</b>	<b>16%</b>	<b>40%</b>	<b>0%</b>	<b>0%</b>	<b>100%</b>	<b>N/A</b>
<b>Overall Total</b>	<b>310</b>	<b>526</b>	<b>31,931</b>	<b>3,654</b>	<b>179</b>	<b>18,227</b>	<b>9,651</b>	<b>104</b>	<b>0</b>	<b>64,582</b>	<b>100%</b>
<b>Overall Percent</b>	<b>&lt;1%</b>	<b>&lt;1%</b>	<b>49%</b>	<b>6%</b>	<b>&lt;1%</b>	<b>28%</b>	<b>15%</b>	<b>&lt;1%</b>	<b>0%</b>	<b>100%</b>	<b>N/A</b>

Notes: Due to rounding totals may not always equal 100%

**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 2005, the department was responsible for 424 unit turnovers, or the equivalent of 16% of the Authority's portfolio. During FY 2006, the number of unit turnovers increased by 79 over the

previous year. 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 55% occurred at family developments (231 units) and among the family developments; Hartford Park had the highest number of turnarounds at 83 or 19% of the Authority wide total.

One hundred and ninety-three units or 45% percent of all unit turnarounds occurred at the elderly/disabled

developments. Carroll Tower with 37 (9%) and Dexter Manor I with 36 UTA's (8%) led the way. Efficiency and one-bedroom units turned over at a rate of 23% of units that were turned around while two-bedroom units averaged 25%. 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 eighty-eight apartments (44%) that turned over during the year.

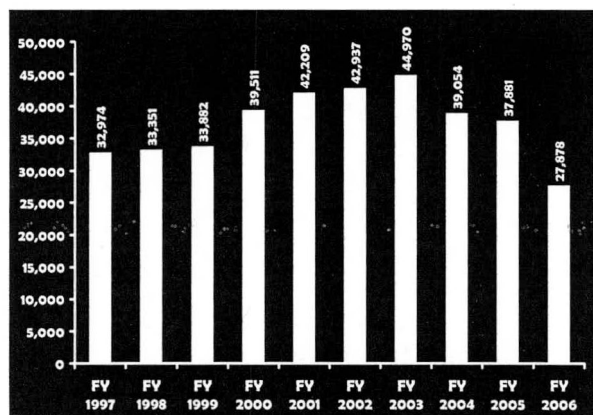
Table 11. Unit Turnaround by Development and Number of Bedrooms FY 2006

Development	0-BR	1-BR	2-BR	3-BR	4-BR	5-BR	6-BR	7-BR	Total	Turnaround Rate
<b>FAMILY DEVELOPMENTS (1,473 UNITS)</b>										
Chad Brown	0	1	14	15	3	1	0	0	34	8%
Admiral Terrace	0	0	8	12	2	0	0	0	22	5%
Roger Williams	0	0	2	5	0	0	0	0	7	2%
Codding Court	0	2	4	1	0	0	0	0	7	2%
Hartford Park	0	0	46	19	10	8	0	0	83	19%
Manton Heights	0	12	22	9	3	0	0	0	46	11%
Scattered Sites	0	0	0	21	9	2	0	0	32	8%
<b>Subtotal</b>	<b>0</b>	<b>15</b>	<b>96</b>	<b>82</b>	<b>27</b>	<b>11</b>	<b>0</b>	<b>0</b>	<b>231</b>	<b>55%</b>
<b>ELDERLY + DISABLED DEVELOPMENTS (1,133 UNITS)</b>										
Dexter Manor I	23	9	4	0	0	0	0	0	36	8%
Dexter Manor II	0	11	5	0	0	0	0	0	16	4%
Dominica Manor	10	7	1	0	0	0	0	0	18	4%
Carroll Tower	29	8	0	0	0	0	0	0	37	9%
Kilmartin Plaza	5	8	0	0	0	0	0	0	13	3%
Parenti Villa	32	14	0	0	0	0	0	0	46	11%
Hartford Hi-Rise	0	24	0	0	0	0	0	0	24	6%
Sunset Village	0	3	0	0	0	0	0	0	3	<1%
<b>Subtotal</b>	<b>99</b>	<b>84</b>	<b>10</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>193</b>	<b>45%</b>
<b>Overall Total</b>	<b>99</b>	<b>99</b>	<b>106</b>	<b>82</b>	<b>27</b>	<b>11</b>	<b>0</b>	<b>0</b>	<b>424</b>	<b>100%</b>
<b>Percent of Total</b>	<b>23%</b>	<b>23%</b>	<b>25%</b>	<b>19%</b>	<b>7%</b>	<b>2%</b>	<b>0%</b>	<b>0%</b>	<b>100%</b>	

Table 12. Unit Turnaround Rate by Development FY 1997 – FY 2006

Development	Chad + Ad + Sun	Roger Williams	Codding Court	Hartford Park	Manton Heights	Scattered Sites	Dexter Manor I + II	Dominica Manor	Carroll Tower	Kilmartin Plaza	Parenti Villa	Total
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%
FY 2004	72	8	16	103	61	46	48	23	39	21	41	478
Percent	15.06%	1.68%	3.35%	21.55%	12.76%	9.62%	10.04%	4.81%	8.16%	4.39%	8.58%	100%
FY 2005	41	8	13	68	52	26	42	22	32	14	27	345
Percent	11.88%	2.32%	3.77%	19.71%	15.07%	7.54%	12.17%	6.38%	9.27%	4.06%	7.83%	100%
FY 2006	59	7	7	107	46	32	52	18	37	13	46	424
Percent	13.91%	1.68%	1.68%	25.23%	10.84%	7.54%	12.26%	4.24%	8.72%	3.06%	10.84%	100%

Figure 5. Total Unit Turnarounds FY 1997 – FY 2006



### 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 2006, more than \$73,000 was charged to residents for repairs to their units. Table 13 breaks down the charges by development.

Table 13. Resident Charges FY 2006

Development	Charges	Percent of Total
Chad/Ad/Sun	\$20,055.20	13%
Roger Williams	\$545.00	1%
Codding Court	\$2,171.50	2%
Hartford Park	\$10,659.69	16%
Manton Heights	\$11,067.43	20%
Dexter Manor I & II	\$8,385.56	10%
Dominica Manor	\$4,167.45	7%
Kilmartin Plaza	\$2,303.25	5%
Carroll Tower	\$4,271.80	6%
Parenti Villa	\$5,072.23	6%
Scattered Sites	\$4,973.50	14%
<b>Total</b>	<b>\$73,672.61</b>	<b>100%</b>

### Completion Rate

Figure 6 and Table 14 depict the department's achievement in completing all work orders received during FY 2006. 97% of all work orders received



during the fiscal year were completed by the close of the fiscal year. As the table indicates there was an 8% (5,248) carry over from FY 2005. This number subtracted from the balance leaves only 1,659 work orders or 3% that were carried into to the following fiscal year.

Figure 6. Work Orders Complete FY 1997 – FY 2006

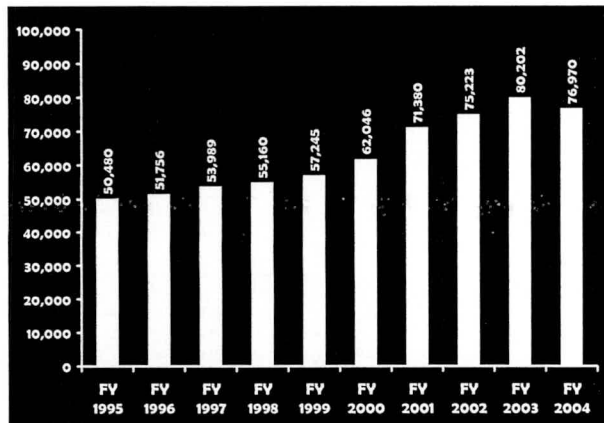


Table 14. Percent of Work Orders Completed FY 2006

Category	Previous Balance	New Requests	Total	Closed Work Orders	Balance
Emergency	1	310	311	310	1
Urgent	12	526	538	519	19
Routine	4,279	31,931	36,210	31,052	5,158
Vacancy Rehabilitation	432	3,654	4,086	3,656	430
HQS Referrals	0	179	179	13	166
Sched. Maint/Planned	230	18,227	18,457	17,835	622
Sched. Maint/Preventative	277	9,651	9,928	9,439	489
Vandalism	17	104	121	99	22
Extraordinary	0	0	0	0	0
<b>Total</b>	<b>5,248</b>	<b>64,582</b>	<b>69,830</b>	<b>62,923</b>	<b>6,907</b>
<b>Percent</b>	<b>8%</b>	<b>92%</b>	<b>100%</b>	<b>90%</b>	<b>10%</b>

## Fleet Maintenance

At the end of the Fiscal Year, the Authority owned a total of 42 vehicles, a net decrease of one vehicle from last year. There was one new addition to the fleet: a 2005 GMC 5-ton dump truck. Two vehicles, a 1984 Chevy 5-ton dump truck and Ford SUV Explorer were disposed of during the past year. Of the total, thirty-four vehicles are assigned to the Facilities Management Department, five to Resident Services, one to Housing Management, one to Finance, and one to Administration. Fifteen of the vehicles are pickup trucks; nineteen are vans including three 15-passenger vans and a 12-passenger van used by the Resident Services Department and one 7-passenger 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, we have three small front loaders and three off-road enclosed cab utility vehicles equipped with manual dump body cargo beds. 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 7.8 years with 15 vehicles ten years or older. 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.



A Department of Facilities Management vehicle ready to be serviced

Table 15. Current Vehicle Inventory FY 2006

Year	Make	Type	Style Type Cab/ Bed	Condition	Department
1983	Ford	Dump	1.5 Ton	Poor	Facilities Mgmt
1988	Chevy	Pickup	Extended / short bed	Good	Facilities Mgmt
1988	Chevy	Pickup	Full size / long bed	Poor	Facilities Mgmt
1993	GMC	Dump	1.5 Ton	Good	Facilities Mgmt
1993	GMC	Pickup	Regular / short bed	Fair	Facilities Mgmt
1993	GMC	Pickup	Regular / short bed	Good	Facilities Mgmt
1994	Dodge	Van	15 passenger	Good	Resident Services
1994	GMC	SUV	Jimmy	Good	Facilities Mgmt
1994	GMC	Pickup	Regular / short bed	Good	Facilities Mgmt
1994	GMC	Van	Small van	Good	Facilities Mgmt
1995	Dodge	Van	15 passenger	Good	Resident Services
1995	GMC	Pickup	Extend cab / short	Good	Facilities Mgmt
1995	GMC	Van	Full size	Good	Facilities Mgmt
1995	GMC	Van	Full size	Good	Facilities Mgmt
1996	GMC	Van	Full size	Excellent	Facilities Mgmt
1997	GMC	Van	Full size	Excellent	Facilities Mgmt
1997	International	Bus	School Bus	Excellent	Resident Services
1998	GMC	Pickup	Regular / long bed	Excellent	Facilities Mgmt
1998	GMC	Pickup	Regular / long bed	Excellent	Facilities Mgmt
1998	GMC	Pickup	Regular/long bed	Excellent	Facilities Mgmt
1998	GMC	Pickup	Extended / short bed	Excellent	Facilities Mgmt
1999	Tennant	Sweeper	Sweeper	Excellent	Facilities Mgmt
1999	Ford	Van	15 passenger	Excellent	Resident Services
2000	GMC	Van	Full size	Excellent	Facilities Mgmt
2000	Chevy	Van	Small van	Excellent	Facilities Mgmt
2000	Ford	Van	7 passenger	Excellent	Administration
2000	Chevy	Van	12 passenger	Excellent	Resident Services
2001	Chevy	Pickup	Regular / short bed	Excellent	Facilities Mgmt
2001	Chevy	Van	Small van	Excellent	Facilities Mgmt
2001	GMC	Dump	1.5 Ton	Excellent	Facilities Mgmt
2002	Chevy	Van	Small passenger	Excellent	Facilities Mgmt
2002	GMC	Pickup	Crew cab	Excellent	Facilities Mgmt
2003	Chevy	Van	Small van	Excellent	Facilities Mgmt
2003	Ford	Pickup	Extended / long bed	Excellent	Facilities Mgmt
2003	Chevy	Van	Small van	Excellent	Facilities Mgmt
2004	Chevy	Van	Full size	Excellent	Facilities Mgmt
2004	Chevy	Pickup	Regular / short bed	Excellent	Facilities Mgmt
2005	Ford	SUV	Escape	Excellent	Housing Mgmt
2005	Chevy	Van	Electric Bucket	Excellent	Facilities Mgmt
2005	Chevy	Van	Small van	Excellent	Facilities Mgmt
2005	Chevy	Pickup	Regular/short bed	Excellent	Facilities Mgmt
<b>2005</b>	<b>GMC</b>	<b>Dump</b>	<b>5 Ton</b>	<b>Excellent</b>	<b>Facilities Mgmt</b>

Note: Vehicles in bold are new to the fleet this year

**Staff Training**

Staff training is critical to the long term success of the department in meeting its goal of maintaining the facilities of the Providence Housing Authority. With increasingly complex systems and equipment and an ever increasing workload, training is essential to insure that the Facilities Management work force is prepared to meet the administrative and technological challenges of maintaining 268 buildings and more than 2600 housing units in a safe manner. During FY 2006, over 1,200 hours were devoted to staff training of which 1,160 was done by Field Operations and Administrative staff and 114.25 by Modernization Staff.

Health and Safety Training comprised the majority of the departmental training at 63%, with Planning and

Administrative training next at 25%, Skills Development at 8%, and Computer Training at 4%.

Employees of the department and the entire authority continue to utilize a new training room in the FM Building with state of the art audio-visual equipment and direct link via roof-mounted satellite to the Housing Television Network (HTVN). The majority safety training classes undertaken during the year included Bobcat Training, Boiler Training, Hazard Communications, Natural Gas Safety Training, Integrated Pest Management, Bloodborne Pathogens, Personal Protective Equipment, and Defensive Driving.

A summary of training provided to Facilities Management personnel is found in Table 16.

**Table 16. Facilities Management Staff Training FY 2006**

Date	Training Content	Sessions	Staff	Total Hours	Ave. Hours per Person	Segment Percent
<b>HEALTH + SAFETY PROGRAMS</b>						
11/09/05	Electrical Safety Training	1	3	15	0.50	
3/21/06 - 3/22/06	Hazard Communication	2	78	78	1	
11/09/05	Ladder Safety	1	3	15	1.5	
5/9/06	Integrated Pest Management	3	6	92.5	15.41	
11/18/05	Natural Gas Safety Training	2	43	43	43	
10/19/05	Welder Safety	1	3	3	1	
10/19/05 - 11/09/05	Hearing Conservation	2	12	12	1	
10/12/05 - 12/14/05	Aerial Lift Training	2	34	34	1	
11/09/05	Electrical Lift Training (Bucket Truck)	1	6	9	1.50	
2/22/06	Defensive Driving Training	1	6	24	4	
9/28/05	RI Construction Safety Training	1	3	21	7	
3/01/06	Respirator & Fit Training	1	7	7	1	
11/09/05	Lockout/Tagout Training	1	2	2	2	
11/09/05	Lockout/Tagout Certification Testing	1	2	2	1	
10/19/05	Chain Hoist Training	1	11	11	11	
4/11/06	Bloodborne Pathogens	1	77	155.50	2	
1/18/06 - 3/08/06	Bobcat Training	3	31	66	2.13	
1/17/06	Boiler Training	1	5	40	8	
2/14/06 - 3/23/06	RBI Boilers/Reed Institute	2	10	80	8	
5/01/06	Childhood Lead Action Project	1	7	21	3	
3/14/06	OSHA 10 Hour Construction Training	2	2	24	12	
11/09/05 - 3/22/06	Personal Protective Equipment	4	80	81	1	
<b>Health &amp; Safety Segment Subtotals</b>		<b>35</b>	<b>431</b>	<b>809</b>	<b>1.87</b>	<b>63%</b>

**COMPUTER TRAINING PROGRAMS**

5/05/06 – 5/17/06	Microsoft Access	2	2	5.75	2.88	
5/17/06	Microsoft Outlook	1	1	1.5	1.5	
11/17/05 – 1/06/06	Microsoft Word	4	2	3.75	1.88	
12/16/05 – 5/17/06	Microsoft Excel	3	2	2.25	1.12	
11/16/05	Prove-It! Software	3	19	32	1.68	
<b>Computer Segment Subtotals</b>		<b>13</b>	<b>26</b>	<b>45.25</b>	<b>1.74</b>	<b>4%</b>

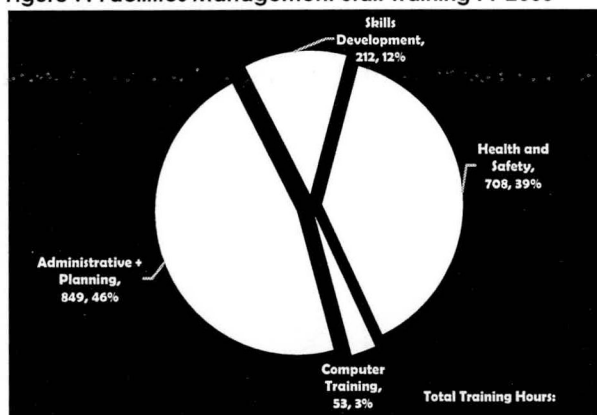
**ADMINISTRATIVE / PLANNING PROGRAMS**

5/09/06	Hess Energy Seminar	1	1	2	2	
2/27/06 – 2/28/06	Capital Fund Program Training	2	2	32	16	
9/28/05	Designing & Detailing Masonry Construction	1	1	2	2	
2/28/06	Steam System Efficiency End-User Training	1	2	16	8	
10/26/05	Supervisor Accountability	1	6	9	1.5	
11/15/05 – 11/16/05	Build Boston 2005 Workshops	2	1	16	16	
12/06/05	Labor Standards 201 Workshop	1	1	6	6	
5/06/06	Review of 2006 RI Fire Code Amendments	1	1	7	7	
9/14/05	Tile Seminars	1	2	8	4	
12/08/05 – 1/27/06	Violence In The Work Place	5	104	203	1.95	
6/12/06	Management & Leadership Skills	2	1	14	14	
<b>Administration/Planning Subtotals</b>		<b>19</b>	<b>122</b>	<b>315</b>	<b>2.58</b>	<b>25%</b>

**SKILLS DEVELOPMENT PROGRAMS**

3/21/06	Continuum English Programming for Security	4	1	32	32	
5/16/06	Continuum Technician	4	1	32	32	
10/25/05	Energy Efficient Building Operations	1	1	8	8	
1/18/06	Essentials of the Health Home	1	1	19	19	
10/16/05	RI Workers Compensation Injury Claims	1	4	14	3.5	
<b>Skills Development Subtotals</b>		<b>11</b>	<b>8</b>	<b>105</b>	<b>13.13</b>	<b>8%</b>
<b>TRAINING PROGRAM TOTAL</b>		<b>78</b>	<b>587</b>	<b>1274.25</b>	<b>2.17</b>	<b>100.0</b>

Figure 7. Facilities Management Staff Training FY 2006



## MODERNIZATION DIVISION

The Modernization Division is responsible for administering the Authority's capital fund projects including the preparation of the Authority's Capital Fund Annual and Five-Year Plans. These projects include major systems replacement and repair, and the renovation and rehabilitation of the Authority's 268 buildings and their associated sites. The division is also responsible for administering any new construction projects for the Authority. 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 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.

Modernization projects cover the spectrum from the construction of multi-million dollar buildings to small repair projects, many under \$10,000. Many of the smaller projects are designed in-house and do not require the Authority to hire an architect or engineer. However, the administrative workload, even for

smaller projects, requires a substantial investment of time and requires staff to be skilled multi-taskers in order to manage the workload.

### Comprehensive Grant + Capital Fund Programs

The Capital Fund Program (CFP) is the HUD funded successor to the Comprehensive Grant Program. During the fiscal year, the division administered projects with funding in four open budgets.

The CFP 50103 budget approved at \$3,786,437 was 100% obligated and expended along with Budget CFP 50203, the balance of funding for FY 2003. The CFP 50104 budget approved at \$4,385,103 was 100% obligated and 96% expended (\$4,202,378). The CFP 50105 budget, approved at \$4,176,743 was 73% obligated and 36% expended. The Authority submitted its new CFP Annual Plan for Fiscal Year 2006 funding (Budget 50106) with revisions in June 2006 with final approval expected by August 2006. Table 17 reflects a breakdown of budget obligations and expenditures. These figures reflect the financial position of the CFP adjusted as of June 30, 2006.

**Table 17. Active Comprehensive Grant Program Budgets as of June 30, 2006 Approved, Obligated and Expended by Budget**

Budget Number	Budget Amount	\$ Obligated	% Obligated	\$ Expended	% Expended
50103	\$3,786,437	\$3,786,437	100%	\$3,786,437	100%
50203	\$754,623	\$754,623	100%	\$754,623	100%
50104	\$4,385,103	\$4,385,103	100%	\$4,202,378	96%
50105	\$4,176,743	\$3,032,673	73%	\$1,516,687	36%



#### □ CHAD BROWN/ADMIRAL TERRACE

Narragansett Improvement Company was the low bidder for repairs to the pavement excavated when several steam leaks were repaired. This work was completed in August. C.A.L. Restoration completed the repair to a section of the masonry at the roof line of the boiler room at the Tavares Community Center. In September a Bid Package was prepared and advertised for the fabrication and installation of fall protection steel staging over the three boilers in the building at 263 Chad Brown Street. Bids were received and a contract was awarded to Goldenrod Welding. The project was completed in January.

#### □ HARTFORD PARK

Noblin & Associates completed work for the Construction Document Phase for the Repair to Exterior Walls, Concrete Balconies and Railing Systems at 335 Hartford Avenue. A railing sample was installed along the public walkway and also at a private balcony. After a review of the sample, the design firm was asked to do some additional investigation to see if a more suitable system could be found at an affordable price. Railing samples were installed along the public walkway and also at a private apartment balcony. After a review of the installation by the PHA, the sample was rejected in August. In September Noblin & Associates submitted schematic alternatives for the redesign of the railing system and in October the additional cost information was submitted. A design review meeting, attended by both Residents and several Authority Staff, was held on December 7th and a railing system was selected. Based on this selection, the A/E was given the Notice to Proceed for the revised Construction Documents. In March arrangements were made for sample installations of the new railing alternative at a location along the walkway and at an individual balcony. Materials for the sample railing were ordered and preparation of the Bid Package for its installation was underway. In April materials for the sample railing were ordered and Bid for its installation were received on May 11, 2006 and Cosco, Inc. was awarded the Contract. It is anticipated that the sample installations will be completed in July. Materials for the sample railing have been delivered to the Authority. Catalano Construction, Inc. completed work on the redesign of the site at the Phase III Barry Road area. The Contractor installed the underground infiltration systems at the former building locations of 1-3, 6-8, 13-15 Barry Road and 231-233 Hartford Avenue. All areas were sub-graded and the contractor set curbing at the 231-233 Hartford Avenue site. In August the contractor completed the setting of curbing at all four sites and poured 95% of new sidewalks. Demolition

and rough grading was complete on the three dumpster locations and all landscape areas were loamed. In September the curbing, sidewalks, landscape preparation and dumpster enclosures in the four parking areas were completed and all sites were paved. The play area equipment and surfacing was also completed. In October paving and striping of the four parking areas were completed. The car stops were installed in all areas along with the completion of chain link fencing in various locations and the landscape areas were hydro-seeded. In November all contract work was complete. In December landscape punch list items remained and were completed in May 2006 by Central Nurseries. Narragansett Improvement was awarded a contract for the excavation and installation of conduit for HVAC controls between a number of buildings in Hartford Park. Due to the early snow storms in December, ground conditions postponed the start of this work until March 2006. The new date for Contract Completion was established as June 25th. Installation of the conduit was completed and the final Punch list is being prepared. USI Energy, a company employed by Providence Water, tested three large water meters at Hartford Park in November at 282 Hartford Ave, 26 Bodell and 300 Hartford Avenue. They were all operating normally. A Bid Package was prepared for the installation of an Ornamental Picket Fence at the Facilities Management Building along Laurel Hill Avenue. A Contract was awarded to Cosco, Inc. Material for the new fence was ordered and installation was completed in April. A Bid Package was mailed to prospective bidders for the removal of pigeon guano on balconies of the high-rise building at 335 Hartford Avenue. One bid was received and the bid was rejected. The project was re-bid in May and a contract was awarded to the low bidder Ocean State Environmental, Inc. All contract work was completed during May and all punch list work was completed in June. A purchase order was executed with Samuel C. Kinder & Bros. for the planting of twenty assorted types of conifers along Hartford Avenue. All trees were planted on June 23rd and were establishing well.

#### □ MANTON HEIGHTS

The installation of the Combustion Air and Boiler Room Ventilation System by CAM H.V.A.C. & Construction, Inc. was substantially completed in May. This system was designed to provide combustion air for the boiler room to insure that the oil fired boilers and domestic hot water equipment operate effectively. During the project closeout in early June, the PHA unexpectedly had to take the oil fired boilers off line for a boiler inspection required by our boiler insurance company. This resulted in a delay of the final

engineering acceptance of the Combustion Air System. In September the oil boilers were started up, the sequence of operations for the new roof top equipment was verified and the project was accepted. In October, Air Duct Cleaning, Inc. was issued a contract to clean the HVAC ducts in the Administration Offices. The work was scheduled and completed in early November. USI Energy, a company employed by Providence Water, tested one of the two large water meters at 462 Manton Avenue, and it appeared to be operating normally. The Lightship Group LLC completed all contract work for the installation of steel fall protection staging over the boilers and hot water tanks.

#### □ DEXTER MANOR I AND II

A full service Engineering contract was awarded to Creative Environment for the replacement of the boilers and domestic hot water systems at Dexter Manor I. Aero Mechanical, Inc. was awarded the construction contract and removed the existing boilers and two 2,500 gallon water tanks. The cleaning and removal of the breeching and the asbestos abatement were also completed. As part of this project, a 10,000 gallon underground oil tank which was constructed with the building in 1963 was closed. The tank was filled with a slurry mix in accordance with DEM regulations and the Authority transmitted the form "Owners Verification of Permanent Closure" to the DEM. The new boilers were installed in August and work was underway to install the new breeching and the piping systems, including the distribution pumps and equipment. In September work was underway to install the new chimney flue liner and installation of the piping systems, distribution pumps, boilers and associated equipment and accessories were completed. In October Installation of pipe and duct insulation, seismic protection and backflow preventers at the Dexter I domestic water service was done to complete the project. In January, Crossed supply or return lines became a problem. Creative Environment and Aero Mechanical worked to solve this situation. Repairs to correction this were completed in early summer after the heating season was over. In April a Bid Package was prepared and distributed for painting of the boiler room at Dexter Manor I. Bids were received in May; however due to the high cost proposed, it was decided that Facilities Management painters would perform the work instead of an outside Contractor. In June a full service Engineering contract was awarded to Creative Environment for the replacement of the boilers and domestic hot water systems at Dexter Manor I. Aero Mechanical, Inc. was awarded the construction contract. The new boilers for domestic hot water and heating were in operation with

Punch List work remaining to be completed. An estimate was received by Riverpoint Construction for the upgrade of the site around the sun shelter and shuffleboard court.

#### □ CARROLL TOWER AND PARENTI VILLA

Work on the project for the Repair of Smoke Evacuation Equipment at Carroll and Parenti was completed. On September 21st, working with the local utility company, Narragansett Electric, and an electrical contractor, Ryan Electric, power to Carroll Tower was turned off to make required repairs to electrical apparatus in the building penthouse. A major power switch was replaced, and power to all units and building systems was restored by early afternoon that same day.

#### □ SCATTERED SITES

During July Fix N' Paint completed painting in the vacant apartment at 23 Ridgeway Street. North Eastern Tree Service removed a tree at 33-35 Comstock and pruned others at 33-35, 37-39 Comstock, 49-51 Wayne and 444 Chalkstone in preparation for exterior painting at those locations. A Bid Package was advertised for exterior painting of five duplexes at 33-39 Comstock, 49-51 Wayne, 33-35 Hollis and 444 Chalkstone. Bids were received and were reviewed by staff. These structures required extensive carpentry repairs prior to painting. Unfortunately, the Authority could not secure additional carpenters from the union so that the repairs could be made prior to the onset of cold weather. As a result, the bids were rejected. A full service design contract was signed with RGB for Exterior Renovations at Six 1-17 Duplex Buildings at Barbara and Melissa Streets. The renovations include vinyl siding, gutters, downspouts, replacement windows, exterior doors and porches. The Construction Documents were submitted and reviewed in September; however, the project would not be released for bidding until the spring due to the nature of the work involved. In February these Construction Documents were re-submitted to RGB for final corrections and the project was released for bidding in March. Bids were opened on April 13th and a contract for construction was awarded to the low bidder, C&D Construction, Inc., in the amount of \$549,700. The Contractor mobilized on site May 24th and demolition work began on the buildings at 29-31 and 33-35 Barbara Street. Work on both buildings progressed well.



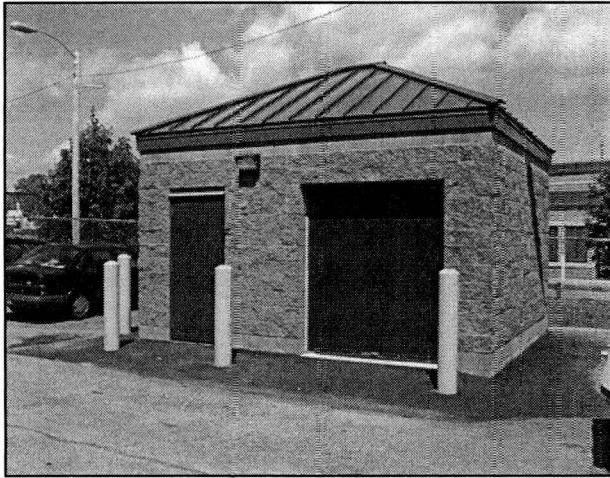
*Exterior Renovations Taking Place at Six 1-17 Scattered Site Duplex Buildings at Melissa and Barbara Streets*

The Contract Completion date for all six buildings was scheduled for November 11th. At the end of June the renovation at 29-31 and 33-35 Barbara Street were approximately 90% completed and it was anticipated that both buildings would be done by the end of July.

#### ❑ AUTHORITY WIDE

Staff from FM and Finance prepared and submitted to HUD a final Development Cost Budget for Project 1-17 requesting to use the \$613,862 in unexpended funds in the 1-17 Development budget for Modernization activities. HUD approved this request and the funds were requisitioned and expended in August for expenses related to the construction of the new Resident Services Building. At the beginning of the fiscal year, construction was on-going at the Six Equipment Storage Buildings. The masonry work was completed at Sr. Dominica, Carroll Tower, Parenti Villa and Dexter Manor. The floor slabs, concrete aprons and underground electrical work were also completed at these four locations. Roof construction and work on the remaining two buildings at Roger

Williams and Kilmartin Plaza were completed in August. The masonry work was completed at all six sites along with the roof framing and sheathing. The installation of the metal roof panels began at Carroll Tower in September. Installation of the metal roof panels was completed at Carroll Tower and then proceeded to the remaining locations. In October, the metal roofs were completed and the overhead and passage doors installed. The electrician completed the interior wiring, lights and outlets. PHA Staff installed the security wiring and devices and the six buildings were completed by the Contractor in December. The Authority's staff were continuing to pull the security wiring for each of the buildings. The Dominica, Carroll, and Parenti buildings were completed and ready for use in January. In February the buildings were being used as intended for the storage of snow and lawn equipment. The remaining building at Roger Williams was completed in March. The Authority's staff completed the installation of the security devices and wiring at all of the six Equipment Storage Buildings. A bid package was prepared for the Authoritywide Supply of Wall and Base Cabinets; in March, a contract was awarded to Armstrong Cabinet Products. A Bid package was advertised for Authoritywide Tree Pruning and Related Services; a contract was awarded to North Eastern Tree Service, Inc. A Bid package was prepared and sent out to selected contractors for the Authoritywide Repair of Underground Gas Piping. In April, a contract was awarded to Rosciti Construction, Inc. A Bid Package was prepared for the Authoritywide Collection and Disposal of Debris and Trash. Bids were submitted on May 25th; however because the low bid was 81% over the existing contract amount, all bids were rejected and this project was re-bid. Bids were received on June 29th and a contract was awarded to Waste Management, Inc. who submitted the low bid. In June Gaskell Associates, Inc. transmitted Construction Documents to the PHA for the Upgrade of Exterior Site Lighting at Carroll Tower, Parenti Villa and Kilmartin Plaza. A review meeting was held and comments forwarded to Gaskell. The Construction Documents were released for bidding in late September. Bids were received in October and a contract was awarded to the low bidder, Pajan Services, Inc.



*One of six equipment storage buildings completed*

It was determined that additional civil engineering work was required for site problems encountered with the installation of the new lighting and RGB was issued a purchase order to provide this information for inclusion in the Construction Documents. Pajan Services, Inc. was trenching and installing underground conduit at Kilmartin; however, work was halted due to weather conditions and scheduled to resume in the spring. In April Pajan Services, Inc. re-mobilized and completed rough electrical work at Kilmartin Plaza, at Parenti in May, and in June at Carroll Tower.

In connection with new RI Department of Environmental Management (DEM) requirements for self-certification of underground storage tanks (UST's), the Authority met with consultant Lincoln Environmental, Inc. during September to discuss the parameters of compliance and design of tank retrofit equipment. An RFP was subsequently sent to Lincoln for the above work. Lincoln Environmental submitted a proposal in October to retrofit the two underground oil tanks at Manton Heights with spill protection and to provide design services for removal and installation of a new emergency generator underground diesel tank. The proposal was in response to new Dept. of Environmental Management (DEM) regulations for self-certification of underground storage tanks. In connection with the closure of the underground oil tank at Dexter Manor I, the Dept. of Environmental Management (DEM) issued the Closure Certificate.

In November a Bid Package was advertised for Authority wide vacant apartment painting along with Bid Packages for Authority-Wide one-year contracts for Asbestos Abatement of Floor Tiles and for the Installation of New Vinyl Flooring. The HUD required Lead Based Paint Annual Report was transmitted to the HUD Boston regional office. Term contracts for Asbestos Abatement of Floor Tiles and

for the Installation of New Vinyl Flooring were awarded to Ocean State Environmental, Inc. and Ruggieri Flooring, Inc. respectively. In December Bids were received for Authority wide vacant apartment painting and a contract awarded to the low bidder, Fix N' Paint Home Improvement. Two Bid Packages were prepared for Authority Wide repair of fencing, and for Authority Wide repair of walks and drives. Proposals for both projects were due in July, 2006.