PROVIDENCE HOUSING AUTHORITY

100 BROAD STREET

PROVIDENCE, R.I. 02903-4129

THOMAS J. ANTON
CHAIRMAN

STEPHEN J. O'ROURKE
EXECUTIVE DIRECTOR

DOMENIC V. SCHIANO
DEPUTY DIRECTOR

March 18, 2003

Michael Clements, City Clerk
City of Providence
City Hall
25 Dorrance Street
Providence, RI 02903

SUBJECT: Providence Housing Authority Annual Report on Operations

Dear Mr. Clements:

Attached, pursuant to the provisions of the Providence Home Rule Charter, I am submitting 20 copies of the Providence Housing Authority's *Annual Report on Operation for FY 2002.*
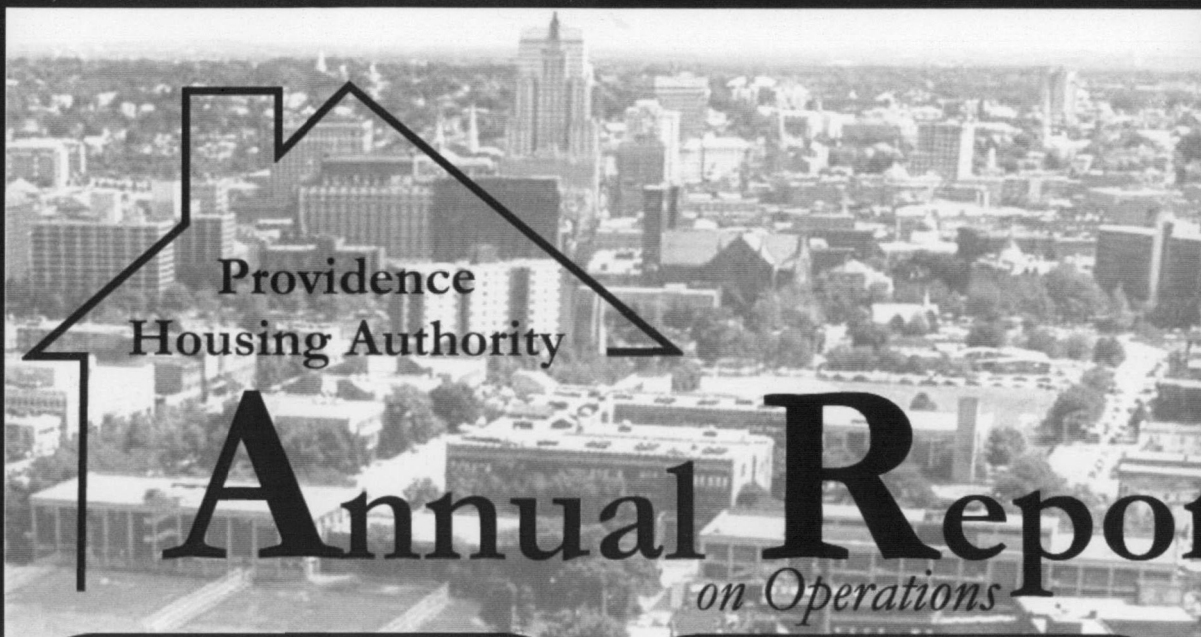
If you have any questions, please contact me.

Sincerely yours,

Stephen J. O'Rourke
Executive Director

Enclosures: 20 copies

PHONE: (401) 751-6400

FAX: (401) 273-4623

Providence Housing Authority

Annual Report
on Operations

FY 2002

Table 1. FY 2002 Fundraising Proposals Submitted

Funding Source	Division and Program/Activity	Date Submitted	Amount Requested	Award
Department of Children Youth & Families/Family & Children's Trust Fund	Supportive Services & Youth Programs/ Counseling Programs	08/10/01	$40,000	$25,000 Awarded
Rhode Island Department of Education	Education & Training/ Literacy	10/29/01	$14,200	$15,887.50 Awarded (2 yrs)
RI Senate Legislative Grant	Youth Sports	11/14/02	$1,000	$1,000 Awarded
Women's Sports Foundation	Youth Programs/Girls Sports Supplies	11/01/01	$1,000	$600 Awarded
G-Tech Corporation	Computer Staff & Programs	11/30/01	$20,000	Second Review/Pending
Blue Cross/Blue Shield Blue Angel Community Grant	Elderly Substance Abuse Prevention Education (SAPE)	12/04/01	$25,000	No
Department of Labor Youth Workforce Investment	Youth Programs	01/09/02	$10,269	No
Nellie Mae Education Foundation	Education & Training/ Staff & Programs	01/10/02	$318,877	No
Annie E. Casey Foundation	Education & Training/ Staff &Programs	01/11/02	$167,000	No
Hasbro Charitable Trust	Youth Program/SAPE	01/17/02	$ 20,000	Pending
Handspring Foundation	Youth Program/SAPE	01/25/02	$25,000	No
Hilton Foundation	Education & Training/ Staff & Programs	01/29/02	$51,918	No
City of Providence/Dexter Fund	Youth Program/Sports Supplies	01/31/02	$2,000	No
Best Buy Children's Foundation	Youth Programs/SAPE	02/15/02	$10,000	No
Bank RI	Youth Programs	02/20/02	$2,500	$2,500 Awarded
Robert Wood Johnson Foundation	Supportive . Services/Health	03/11/02	$25,000	Matching Grant/Pending
Department of Human Services/Adolescents & Family Life Demonstration Project	Youth Program/SAPE and Pregnancy Prevention	03/11/02	$250,000	No
HUD/ROSS Service Coordinator	Supportive Services/Staff	03/14/02	$250,000	Pending
Department of Human Services/Public Housing Primary Care	Supportive Services/ Health	04/29/02	$100,000	No
The March of Dimes	Supportive Services/Health	05/31/02	$25,000	Pending
HUD/ROSS Resident Service Delivery Model	Education & Training/ Staff & Programs	06/18/02	$500,000	Pending
HUD/ROSS Neighborhood Networks	Computer labs and staff	06/30/02	$250,000	Pending
Rhode Island Juvenile Justice	Youth Program	06/30/02	$40,000	Pending
Total			**$2,148,764 requested**	**$44,987.50 awarded; $1,130,000 pending**

STAFF DEVELOPMENT

The PHA remains committed to the continued education and training of all staff. Once department training needs were clarified at the Alton Jones Planning session, we set about finding free and low cost resources to meet them. The following table lists in alphabetical order all trainings provided during FY 2002, the number of staff trained and the total number of training hours.

Table 2. Resident Services Staff Development

Type of Training	Trainer	Length of Training in hours	Date	# of Staff Trained	# of Training Hours
Administrative Law	University of Rhode Island (URI)	45.0	01/01/02	1	45
Administrative Theory	URI	39.0	09/01/01	1	39
Assessment Testing for RI	Rhode Island Department of Education (RIDE)	7.0	07/26/01	1	7
Botvin Life Skills Curriculum	Drug and Alcohol Training Association (DATA)	3.0	09/25/01	17	51
Bridging the Gap: Best Practices for Instruction of Adults	American Foundation for the Blind	24.0	05/09/02	1	24
Case Management Certification	Long Term Care/ Healthcare	24.0	04/11/02	1	24
Child Abuse & Neglect	Prevent Child Abuse RI	2.0	05/28/02	10	20
Conflict Management	Housing Television Network (HTN)	2.0	08/23/01	7	14
CPR/First Aid and Community Safety	American Safety Programs	8.0	06/25/02	32	315.5
Cross Curricula Professional Development	RIDE & Warwick Career Center	7.0	06/17/02	2	13.25
Current Issues in ESL	Rhode Island College (RIC)	37.5	07/02/01	1	37.5
Welfare to Work Providers	Department of Human Services (DHS)	1.0	12/20/01	1	1
Document Scanning	Donnegan Company	1.0	09/13/01	1	1
Employee Assistance Program Supervisory Training	The Providence Center	2.0	10/18/01	3	6
EL/Civics Teacher Training	Adult Education Commission	8.0	03/22/02	3	17.75
Employee Orientation	PHA; Deputy Director	1.0	06/05/02	3	3
Ethics in Public Administration	URI	44.0	09/01/01	1	44
Explosive Non-Compliant Children Conference	The Bell Institute	8.0	03/01/02	1	8
FIP and Child Abuse	Family Service, Inc.	3.0	03/14/02	9	27
Fire Safety	Providence Fire Department	2.5	10/09/01	7	17.5
Flexible Spending Accounts	AFLAC Insurance	1.0	03/20/02	8	8

Food Stamp Program	DHS	3.0	01/29/02	2	6
Food Stamp Eligibility	Fred Sneesby; Sherrie Santos	1.5	05/14/02	12	18
Future of Higher Education in RI	RI Board of Governors	8.0	04/03/02	1	8
GED 2002 – How Are Things Going?	RI Workforce Literacy	3.0	04/12/02	1	3
GED Tests 2002	RIDE	6.0	03/12/02	1	13.25
Government in Action	Senator Mary Parella	3.0	05/06/02	2	6
Grant Writing Workshop	Association of Fundraising Professionals (AFP)	2.5	11/26/01	1	2.5
Healthy, Wealthy & Wise	DHS; US DOL; RIDE	6.0	06/04/02	6	28
Internet and Adult Education	Brown University	2.0	08/03/01	2	4
Introduction to Statistics	URI	45.0	05/20/02	1	45
Juvenile Anger and Violence	RI Children's Crusade	2.0	10/22/01	2	4
Learning Disabilities Conference	RI Welfare Implementation	6.5	05/16/02	2	13
Motivational Interviews for the Hard-To-Reach Client	University of CT	7.0	05/17/02	1	7
Moving PC Files	PHA; MIS staff	1.0	10/06/01	2	2
Non-Profit Workout	Third Section New England	16.0	05/13/02	1	16
PHA Management Course	PHA; Executive Director	24.0	01/01/02	1	24
Policy Making Symposium	Brown Education Alliance	8.0	07/26/01	1	8
Proud to Provide Senior Care	Rhode Island Association of Facilities and Services for the Aging (RIAFSA)	7.0	03/7/02	1	7
Healthcare Policy and Politics	URI	44.0	01/01/02	1	44
Public Housing Essentials: Eligibility and Admissions	HTN	6.0	09/19/01	2	8
Public Sector Contracting	URI	45.0	05/20/01	1	45
Query Training	PHA Office of Management	1.0	01/24/02	3	3
Resident Services Management Planning	PHA; Director of Resident Services	7.0	09/14/01	17	119
Respite Care Services	Diocese of Providence	1.0	06/18/02	1	1
RI Conference on Aging	RI Department of Elderly Affairs (DEA)	15.0	09/11/01	6	83
RI Conference on Aging	DEA	7.0	05/29/02	7	45.5
RI LD Conference 2002	RI Welfare Implementation	8.0	05/16/02	2	16
RIDE Project Learn	URI	3.5	10/19/01	1	3.5

Risk Management Techniques in Public Housing	Housing Authority Insurance	8.0	06/13/02	1	8
RSC Annual Conference	RIAFSA	7.0	03/07/02	2	14
Social Security Programs	Social Security Administrations	2.0	05/17/02	14	28
Special Problems in Planning	URI	44.0	09/01/01	1	44
Youth Program Staff Orientation	PHA; Youth Program Manager	7.0	06/26/02	16	84
Stress Management	The Providence Center	1.0	03/19/02	1	1
Stress Management	Prevent Child Abuse RI	3.0	06/27/02	28	120
Team Building	PHA; Executive Director and YP staff	6.0	06/02/02	5	30
Substance Abuse Issues	Star Detox	1.5	03/06/02	19	28.5
Transtheorectical Model for Behavior Change	Elmwood Community Center	4.0	03/21/02	2	8
Today's RI Workplace	Cranston Adult Learning	4.0	06/21/02	4	16
Treating Suicidal Behavior	University of CT	7.0	04/26/02	1	7
Working with Individuals in Transition	RI Housing & Mortgage	4.0	11/14/01	1	4
Youth Issues	Family Service, Inc.	3.0	03/14/02	29	87
Total		**120**		**316**	**1,785.75**

Community Boating Center at India Point Park providing "Sailorships" for youth to attend their summer 2002 sailing education program

YOUTH PROGRAM DIVISION
Division Overview

A Codding Court Activity Assistant with youth program participants

The division of Youth Program's focus is services to PHA residents ages six to 17 at five family developments: Chad Brown, Admiral Terrace, Codding Court, Hartford Park and Manton Heights. Youth Services are provided within the framework of an eight-month after-school Youth Program and an eight week Summer Youth Program.

Table 3. Youth Programs Division Services FY 2002

Category	Youth (6-12)	Teens (13-18)
Substance Abuse Prevention Education: Life Skills Training	• SAPE (6-12) "Botvin Life Skills Training"	• 12-week Life Skills Teen Pregnancy and STI Prevention Program
Educational Programs	• Homework Help • Computer Club • Computer Resource Center Labs	• Homework Help • Computer Club • Computer Resource Center Labs
Recreational/Cultural	• COPA • Yoga • Everett Dance Stop Smoking Dance Program • Organized Sports	• COPA • Yoga • Everett Dance Stop Smoking Dance Program • Organized Sports
Community Organizing	• Woonasquatucket Greenway Clean-up Project (at Hartford Park and Manton Heights)	• Teen Club • Youth Service Council • Woonasquatucket Greenway Clean-up Project (at Hartford Park and Manton Heights)
Supportive Services	• Quarterly Participant Evaluations with one on one participant/coordinator meetings	• Quarterly Participant Evaluations with one on one participant/coordinator meetings
Employment/Job Readiness		• Career Exploration

## Table 4. Demographics of Youth Participating in Youth Programs FY 2001

Category	Number	Percent
RACE/ETHNICITY		
Black	109	46%
Hispanic	122	52%
Other	4	2%
Total	235	100%
GRADE IN SCHOOL		
1-2	50	21%
3-5	99	42%
6-8	52	22%
9-12	34	15%
Total	235	100%
GENDER		
Male	122	52%
Female	113	48%
Total	**235**	**100%**

Youth programs are supported almost entirely by funds available from HUD's Public Housing Drug Elimination Program (PHDEP), along with smaller local grants that assist with program supplies and participation fees. In FY 2001 we expended a total of $745,655 running both the after school and summer programs. This breaks down to a per participant cost of $3,173, a decrease from FY 2001, despite having added a fourth program site (Codding Court) last year.

Table 5. Cost per Participant in Youth Program FY 1998 – FY 2002

Year	Average Cost per Participant
1997 – 1998	$2,236
1998 - 1999	$2,931
1999 - 2000	$3,022
2000 - 2001	$3,769
2001-2002 (fourth site added)	$3,173

In January 2002, the Division of Youth Programs instituted a new record keeping system to better track the monthly, unduplicated participation of youth in each major program area. Below is the average January–June unduplicated program participation numbers for four of the major program areas.

Figure 1. Average Unduplicated Participation Numbers, January through June 2002
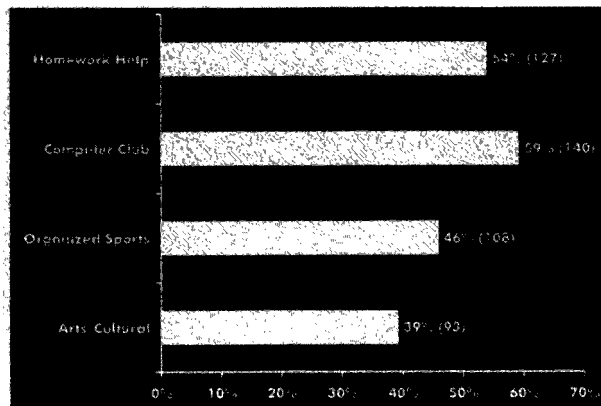
Substance Abuse Prevention : Life Skills Training

The Youth Program Division has maintained its goal of providing not only a safe place for children in the community to congregate after school, but a place where they can learn and grow. This is accomplished, in part, by weekly life skills classes using the Botvin training curriculum, giving the staff a strong outline to shape the Monday prevention activities.

- Self-Esteem
- Peer Pressure
- Dealing with Stress
- Decision Making
- Communication and Social Skills
- Smoking Prevention
- Drug Prevention
- Advertising Awareness

Planned Parenthood Life Skills and Pregnancy Prevention: Grades 9-12

With funding support from the Textron Charitable Trust, we were able to contract with Planned Parenthood of Rhode Island for a 13-week life-skills/pregnancy prevention course targeted to teens. Planned Parenthood provides a straight talking, no nonsense approach that reaches our teen audience on a very immediate level. Each class is lead by a facilitator and two "peer educators".

The teens were quite candid in their comments regarding whet they learned from their classes with Planned Parenthood of RI. Included in these comments were:

A Life Skills / Pregnancy Prevention participant

- I learned about healthy relationships, verbal abuse and how to prevent teenage pregnancy.
- I learned the most on safe sex and how to think twice.
- I learned about health, sex, male responsibility and STD's.
- I will be more careful about the things that I do.
- I learned more about how bad drugs are.
- It will help me make good decisions.

Educational Programs
✳ HOMEWORK HELP

It is a goal of the Youth Programs to provide a supportive environment that encourages academic achievement and personal development among public housing youth. Homework Help sessions are scheduled from 3:00 to 4:00, around snack time, but before other organized activities get started. Site program coordinators collect all youth participant report cards to identify students who are at risk of failing. Those individuals can be required to attend daily homework help sessions until they improve their grades. Staff at the Chad Brown youth program were pleased this year to access academic support from the Times2 Academy, located in the neighborhood. An average of eight to 10 youth from our program visited the Times2 academy twice weekly during the months of January through March.

Table 6. Attendance at Homework Help Sessions FY 1998 – FY 2002

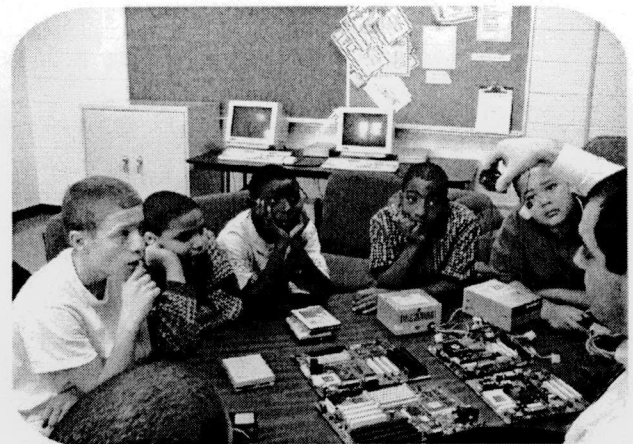| Site	YTD Attendance 1997-1998	YTD Attendance 1998-1999	YTD Attendance 1999-2000	YTD Attendance 2000-2001	YTD Attendance 2001-2002
Chad Brown	644	781	875	789	763
Codding Court	NA	NA	NA	NA	1,838
Hartford Park	583	651	866	1,049	1,101
Manton Heights	353	629	946	770	1,276

Career Exploration

All teens are required to participate in a monthly career exploration seminar, designed to encourage them to begin to think about life after high school. Many teens enrolled in the youth program don't know what classes they should take in high school to prepare for college, technical school or a career path of their choice. This year, career exploration topics included: The National Guard, Law Enforcement, Rhode Island College, MotoRing Technical Training School, and Workplace Safety.

Computer Resource Centers

As we deal with daily changes in technology, especially with computers, we see new and exciting uses. Today, computers are a big part of the school system. More and more children between six and 17 have become extremely familiar with the operation of a computer and we are proud to be part of this. The Computer Resource Centers, located at each of the four community center sites, are supervised by the computer resource specialist, with the help of four assistants. Youth enrolled in this year's after-school program made use of the labs on a regular basis. Each site offered three days of drop-in lab and one day of formal instruction within Computer Club. The year-to-date participant hours for Computer Club totaled 4,000, authority-wide, an increase of 283.88% over the previous fiscal year.

The Computer Resource Specialist demonstrating computer assembly

Table 7. Attendance at Computer Club FY 1998 – FY 2002

Site	YTD Attendance 1997-1998	YTD Attendance 1998-1999	YTD Attendance 1999-2000	YTD Attendance 2000-2001	YTD Attendance 2001-2002
Chad Brown	222	248	38	272	541
Codding Court	0	0	0	0	296
Hartford Park	119	221	64	199	225
Manton Heights	162	517	33	251	581

Cultural and Recreational Activities

Youth Program staff aims to enroll at least 75% of all participants in one or more organized activity offered at the community center. The intentions underlying this goal are many:

- Exposing youth to activities and experiences that would otherwise be unfamiliar to them
- Fostering teamwork
- Developing skills and talent
- Promoting self-esteem
- Nurturing the ideal of a well-rounded individual

We collaborate with agencies in the community to help us offer a wide variety of activities so there really is something for everyone.

✱ COPA

Brown University's student volunteer program Community Outreach through the Performing Arts (COPA) was a very popular activity among youth program participants this year. Brown student volunteers lead dance, drumming, spoken word, photography, music, and visual arts classes at all four community center sites. In addition to attending weekly classes, participants visited Brown University twice during the year.

Youth Program participants at a COPA drumming class

Youth participated in various other cultural enrichment activities including, Yoga, the Smokeless States dance project with the Everret Dance Company, ZooPower and Arts in the Square at the Church of the Messiah.

Members of the Hartford Park Dodgeball Team

✱ ORGANIZED SPORTS

Under the leadership of the youth program's full-time sports coordinator, organized team sports have become stronger and more varied each year. Competing in state and city wide leagues this year, we had:

Table 8. Organized Sports Records

Team	Description	Record
Boy's Football	Johnston Panthers	Division Champs
Boy's Basketball	Providence Rec: Ages 10 – 12	Division & League Champs
Boy's Basketball	Providence Rec: Ages 13 - 14	Division Champs
Boy's Basketball	Providence Rec : Ages 15+	9 wins 2 losses
Boy's Dodge Ball	PHA/Providence Rec League	League Champs: HP
Girl's Basketball	Boys and Girls Club : Ages 11-13	Division Champs
Girls Softball	Providence Rec : Ages 10-12	8 wins 5 losses

Our youth represent the Providence Housing Authority with pride. All league competitors are required to turn in their report cards quarterly. Those with failing grades were not allowed to compete.

Recognizing the value of athletic activities, but aware that not all our youth will participate on a competitive

league team, the sports coordinator also organizes PHA-wide boy's and girl's floor hockey, girl's dodge ball, and under 10 basketball tournaments.

Community Organizing

This year, we again encouraged the efforts of the Youth Service Council (YSC), a teen group who meet once a week to plan community service projects. Although the YSC struggled this year with no program facilitator for three months, a dedicated core of teens held on to their vision and completed projects such as cleaning-up Mount Hope Park as part of National Youth Service Day, volunteering for the Summer Fun Fest at Mount Pleasant High School, and participating in a tile making project that commemorated September 11th.

Participants at Manton Heights and Hartford Park also participated in the Woonasquatucket Greenway Project, rolling up their sleeves to clean up Merino Park and the Manton Gateway Park, then seeking ways to utilized these forgotten parks and encourage their use by the community. Participants lead nature hikes, painted birdhouses and made signs. The Greenway Project rewarded them with a small fund to support a pizza party and to buy new games for their community centers.


Manton Heights youth cleaning up Manton Gateway Park

Participant Satisfaction

In May of 2002 we surveyed youth participants for their satisfaction with the Youth Programs. The response rate for the survey was 73%. The responses, broken down by age group, gender, and race and ethnicity followed closely to the actual make-up of our program enrollment. In general, youth were very satisfied with the offerings of the youth programs.

Figure 2. Overall Program Satisfaction
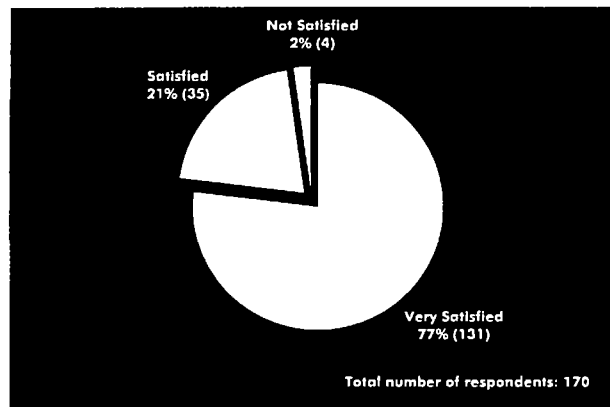
77% or 130 respondents were very satisfied with the Youth Program. 98% of respondents were either satisfied or very satisfied.

Figure 3. Staff Helpfulness
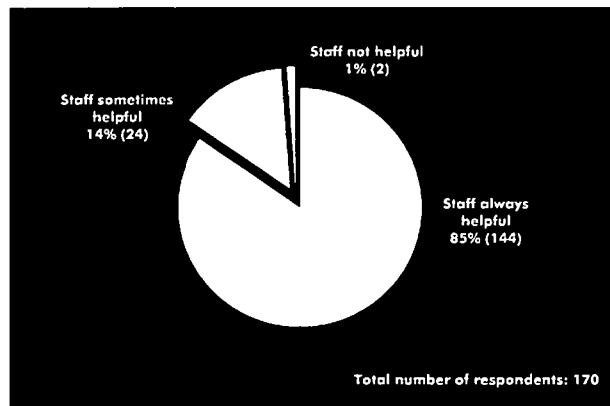
Youth Program participants feel positive about the community center staff. 99% of respondents said that the staff was either very helpful or helpful.

Figure 4. Safety at the Community Center
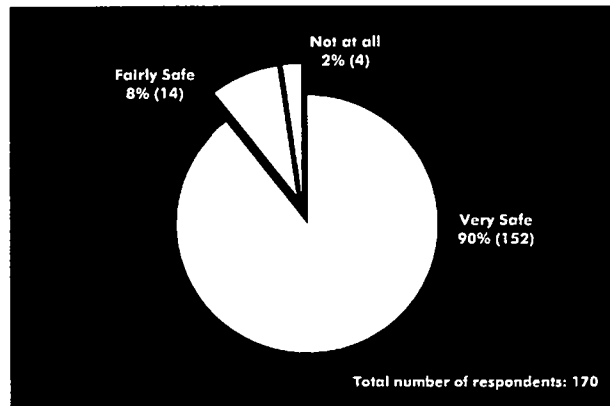
90% responded that they felt very safe at our community centers. This speaks a lot to the type of environment we have created for the participants in our programs.

Youth Stories

During the course of the year, our staff has been part of the lives of 235 different children. They work, eat, play, practice, create, study and celebrate together, and we share both their successes and their disappointments. Below are the stories of just a few of the children who made us proud this year.

A Program Coordinator with Youth Program participants

* JAVON

a boy enrolled in the Youth Program at the Codding Court Community Center, is a good example of how the structure of our programs can positively affect the behavior of youth in our communities. Javon was an angry child when he came to the program for the first time in October 2001. He fought with the other kids and ripped up their papers in class. He would inevitably deny his actions and start crying when he was accused. Because he did not listen to staff, he was always being sent home. Nevertheless, we continued to work with Javon and in just one year he has matured. He is now enrolled in the summer youth program and has shown his counselor that he can be a great helper. He also participates actively in his classes. Javon has come a long way.

* EDWIN

is 11 years old and has lived in Manton Heights for the past three years. Edwin first joined the Manton youth program in the summer of 2001. During that time, Edwin did not talk at all. When his group went to the pool, all the kids would be laughing and swimming and Edwin would just lean against the wall with a blank expression. His only conversation was with his counselor, and even that was limited. Staff was aware that this young man had a speech problem and was attending a special school for help. Staff made a

concerted effort to work with Edwin, encouraging him to participate and they observed his gradual improvement. Now, Edwin is a very active participant, especially in the computer room, and has gained self-confidence. He is openly friendly with staff. Although there are still some activities that Edwin shies away from, his progress is undeniable. We are proud of Edwin and the courage he has found as a participant in the Youth Program.

* DANA

is a resident of Chad Brown who was in our program when she was a youth. She participated in our programs until she was a teenager. Today Dana goes to the Community College of Rhode Island and she works to pay her way through college. Dana is a positive role model for our kids because she grew up in Chad Brown, and has made something of herself. All of the kids in the neighborhood know her and see from her example that you can succeed no matter where you come from.

* THE GIRL'S SOFTBALL TEAM

showed us this year that teamwork and dedication can bring success to even the most inexperienced team. Ten novice players from Chad Brown, Hartford Park, and Manton Heights formed this softball team and used their athletic ability to learn a new sport. In their first year of competition, they impressed everyone who saw them play. Coaches from the other teams in the Silver Lake Little League commented on how this team had improved since opening day. They finished the regular season with a record of eight wins and five losses. At the end of the season, six PHA girls were chosen to compete on the All-Star team which then finished runner-up in the district championships.

Members of the PHA Girls' Softball Team from various family developments

EDUCATION AND TRAINING DIVISION

Division Overview

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

Table 9. Summary of Utilization of Adult Education and Training Programs

Class or Program	Number of Students	Year to Date Hours
ESL	51	3,868
ESL (Chad Brown)	12	776
GED	53	5,648.5
Introduction to computers Manton Heights	7	70
Introduction to computers Chad Brown	1	8
Introduction to computers Codding Court	4	14
Introduction to Computer Hartford Park	2	10
Office Skills	20	984
English Job Readiness (20 hours a week)	6	319
Spanish Job Readiness (8 hours a week)	4	232
Total	**160**	**11,929.5**

Table 10. Demographics of Adult Education and Training Program Participants

	FSS	GED	ESL	WOW
Caucasian	9%	9%	0%	1%
African American	24%	28%	0%	30%
Hispanic	65%	57%	100%	68%
Native American	0%	4%	0%	1%
Asian	0%	2%	0%	0%

Family Self Sufficiency Program

Since its inception, the FSS program has aided PHA and Section 8 residents to achieve economic independence through employment. As of June 30th there are 153 residents enrolled, consisting of 129

public housing and 24 Section 8 residents. The PHA is only required by HUD to administer a 27 participant Section 8 program; however, we voluntarily instituted a public housing based initiative in 1995. In addition to the escrow savings account that is one of the incentives of the program, public housing participants are also eligible to occupy a designated scattered site unit. FSS Participants work closely with program case managers to develop five-year plans for moving to work and increasing their earned income. This year we have seen an increased number of clients who have completed their five-year contracts. With this, the participant turn around has increased.

Table 11. Summary of FSS Escrow Accounts

Escrow Account Indicator	
Total participants with Escrow	90
Average monthly credit in June 2002	$185.46
Total amount held in escrow	$298,226.92
Total advanced in escrow	$650.00

Table 12. Job Placements in the Family Self Sufficiency Program

	# Of Self Sufficiency Program Participants Placed
Healthcare	27
Human Services	12
Education (including daycare)	21
Clerical/Secretarial	13
Customer Service	3
Manufacturing	23
Administrative	3
Retail sales	2
Food services	6
Travel/tourism	2
Building maintenance	4
Total Placed	**116**

✶ TERMINATED FSS CLIENTS

Over the past year, 33 FSS participants left the program, many are moving to homeownership. In a few cases, terminations were due to non-compliance on the part of the participant.

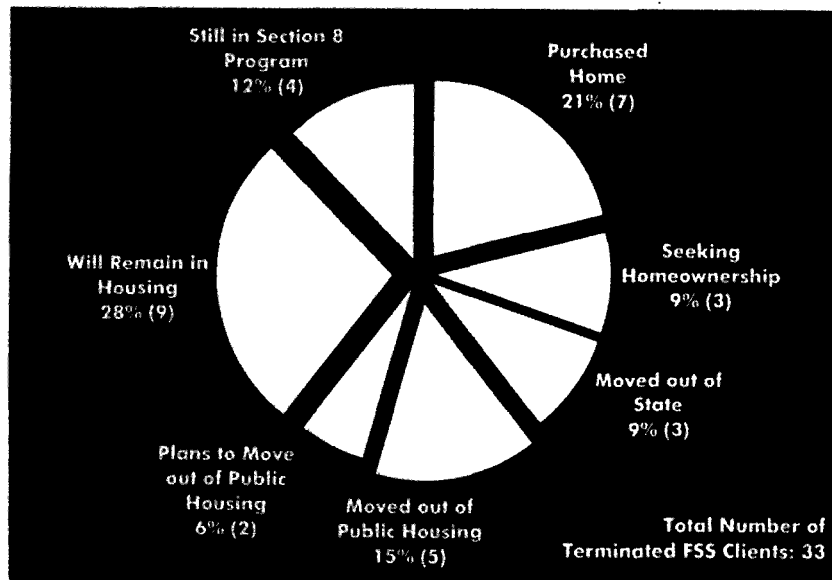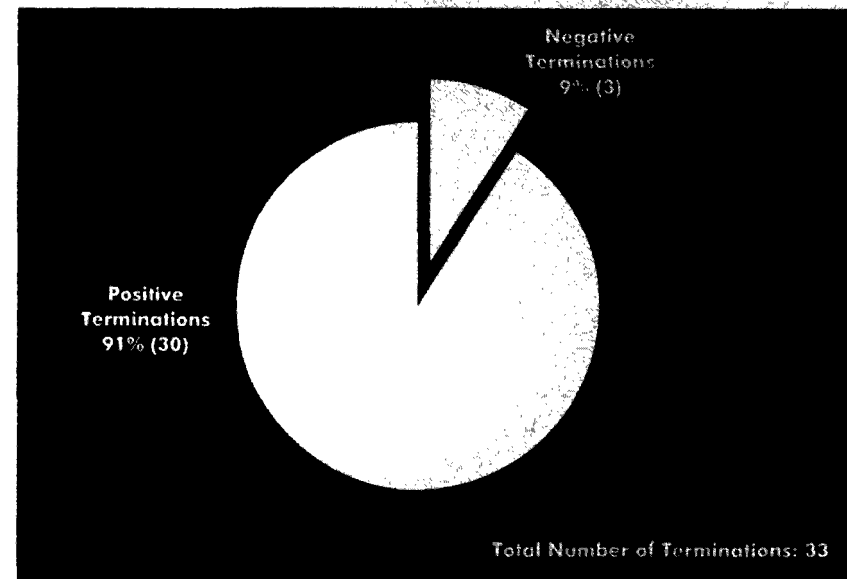**Figure 5. FSS Terminated Clients FY 2002**

Still in Section 8 Program 12% (4)
Purchased Home 21% (7)
Will Remain in Housing 28% (9)
Seeking Homeownership 9% (3)
Plans to Move out of Public Housing 6% (2)
Moved out of Public Housing 15% (5)
Moved out of State 9% (3)
Total Number of Terminated FSS Clients: 33

Figure 6. FSS Termination Status FY 2002

Negative Terminations 9% (3)
Positive Terminations 91% (30)
Total Number of Terminations: 33

Table 13. Participant Status FY 2002

Participant first initial, last name	Contract begins	Contract ends	Current Activities: Public Housing and Section 8 FSS participants	Escrow Account Established	TANF case closed since initial enrollment	TANF monthly reporter	Has not received TANF since contract inception	Case Manager
Y.C.	07/1997	07/2002	Working f/t as a counselor for Family Services	✓			✓	SS
E.E.	07/1997	07/2002	Working f/t for Workers Mania	✓			✓	RC
A.M.	07/1997	07/2002	Working f/t as a CNA	✓			✓	RC
L.R.	07/1997	01/2003	Working f/t as substitute teacher for PSD, attends CCRI p/t	✓			✓	KK
A.N.	08/1997	08/2002	Enrolled in a food service training program – seeking f/t employment	✓			✓	SS
A.A.	08/1997	08/2002	Working f/t as a CNA for Park View Nursing Home	✓			✓	RC
C.C.	08/1997	08/2002	Working f/t as a truck driver for R&F transportation	✓	✓			RC

S.G.	08/1997	08/2002	Working as a teacher aide	✓	✓				RC
C.G.	09/1997	09/2002	Seeking f/t employment	✓				✓	SS
B.J.	09/1997	09/2002	Working f/t as a medical records assistant for RI Hospital	✓	✓				SS
M.K.	09/1997	09/2002	Working f/t for the Providence Center and Relief Source	✓				✓	RC
V.P.	09/1997	09/2002	Working f/t as a teachers aide	✓	✓				RC
L.R.	10/1997	10/2002	Working p/t and attends CCRI f/t for	✓				✓	SS
R.M.	10/1997	10/2002	Working f/t as a CNA	✓				✓	RC
J. P.	11/1997	11/2002	Working f/t as a machine operator for REXAM	✓				✓	SS
H.P.	11/1997	11/2002	Working f/t for Blue Cross/Blue Shield	✓				✓	RC
V.M.	12/1997	12/2002	Seeking employment	✓				✓	RC
J.J.	01/1998	01/2003	Working f/t for PHA	✓	✓				KK
A.L.	03/1998	03/2003	Working f/t as a teachers aide	✓	✓				SS
I.S.	03/1998	03/2003	Working f/t at St. Elizabeth Home	✓	✓				KK
M.L.	05/1998	05/2003	Working f/t for Ann Taylor	✓	✓				RC
C.R.	06/1998	06/2003	Seeking f/t employment – attends CCRI p/t	✓	✓				SS
R.C.	07/1998	07/2003	Working f/t for Rizzo Ford as a service manager	✓				✓	SS
A.P.	07/1998	07/2003	Working f/t as a nanny in Lincoln RI	✓				✓	SS
M.C.	08/1998	08/2003	Working f/t as supervisor at Sardelli & Sons Mfg.	✓				✓	KK
D.S.	09/1998	09/2003	Working f/t for the YMCA as a pre-school teacher	✓	✓				SS
M.G.	09/1998	09/2003	Working f/t for Cathedral Art	✓				✓	RC
A.P.	10/1998	10/2003	Runs home daycare business	✓				✓	RC
Y.C.	11/1998	11/2003	Working f/t PHA	✓				✓	RC
I.M.	11/1998	11/2003	Working p/t for Marriott	✓				✓	KK
M.B.	01/1999	01/2004	Working f/t as customer service rep for Cox Cable	✓	✓				SS
T.P.	01/1999	01/2004	Graduated with BS from URI –working f/t as teachers aide	✓	✓				SS
E.F.	01/1999	01/2004	Collecting unemployment	✓	✓				RC
M.V.	01/1999	01/2004	Out of work on TDI, husband f/t at Swarovski	✓	✓				KK
T.G.	01/1999	01/2004	Working f/t for Communities for People	✓	✓				KK
T.P.	02/1999	02/2004	Working f/t for Miriam Hospital as a medical secretary	✓	✓				SS
Y.H.	02/1999	06/2004	Working f/t for the Key Program, enrolled in grad school	✓	✓				KK
S.S.	04/1999	04/2004	Working f/t as a case manager for CCAP	✓	✓				RC
C.G.	04/1999	04/2004	Seeking employment	✓			✓		RC

Name	Start	End	Description					Code
J.G.	05/1999	05/2004	Working f/t in manufacturing	✓			✓	SS
M.L.	05/1999	05/2004	Working f/t for Citizens Bank as a proof machine operator	✓	✓			SS
M.N.	05/1999	05/2004	Collecting unemployment		✓			RC
L.R.	06/1999	06/2004	Working f/t as Admin Asst at LifeSpan, attends CCRI p/t	✓			✓	KK
M.V.	10/1999	10/2004	Operates home daycare business	✓			✓	KK
D.S.	11/1999	11/2004	Working f/t for Spectra Temps –seeking permanent employment	✓	✓			SS
N.N.	11/1999	11/2004	Attending Arthur Angelo f/t					KK
I.O.	12/1999	12/2004	Working f/t for PHA	✓	✓			KK
S.P.	02/2000	02/2005	Seeking employment			✓		RC
D.S.	03/2000	03/2005	Working f/t as a counselor for N.A. Institute	✓	✓			SS
L.&J. E.	03/2000	03/2005	Both working f/t.	✓	✓			RC
J.D.	03/2000	03/2005	Working f/t at the Sojourner House	✓			✓	RC
H.P.	04/2000	04/2005	Working f/t as a CNA	✓			✓	SS
M.C.	04/2000	04/2005	Working p/t Elmhurst Extended Care and attends CCRI p/t	✓		✓		RC
C.D.	04/2000	04/2005	Working f/t as a CNA for Access Healthcare Services	✓	✓			RC
L.L.	04/2000	04/2005	Working for f/t for PROCAP	✓			✓	RC
T.F.	04/2000	04/2005	Working f/t for the State		✓			KK
W.H.	04/2000	04/2005	Working f/t for Fleet Financial, seeking work as paralegal	✓			✓	KK
G.J.	04/2000	04/2005	Working f/t as health aide for Head Start	✓			✓	KK
M.M.	04/2000	04/2005	Working p/t for PHA	✓		✓		KK
S.C.	05/2000	05/2005	Collecting unemployment; seeking other f/t employment		✓			SS
M.M.	05/2000	05/2005	Working f/t as home daycare provider	✓	✓			SS
M.E.	06/2000	06/2005	Working f/t as welder at Elmwood Sensors	✓			✓	KK
B.C.	07/2000	07/2005	Working p/t at Hartford Park Corp, attending CCRI p/t			✓		KK
N.S.	08/2000	08/2005	Enrolled in GED classes			✓		RC
J.A.	08/2000	08/2005	Working p/t as Telemarketer, preparing for insurance license			✓		KK
Z.C.	08/2000	08/2005	Enrolled in GED at the ESC					KK
H.C.	09/2000	09/2005	Working p/t as a CNA			✓		RC
Y.R.	09/2000	09/2005	Collecting unemployment, seeking f/t employment	✓			✓	KK

	Start	End	Description	1	2	3	4	5	Code
M.M.	09/2000	09/2005	Currently unemployed, enrolled in phlebotomy course	✓					KK
M.C.	10/2000	10/2005	F/t employment as teachers aide	✓			✓		RC
I.G.	10/2000	10/2005	Working full time	✓	✓				RC
J.M.	10/2000	10/2005	CNA training				✓		RC
S.P.	10/2000	10/2005	Unemployed/Job search				✓		RC
H.R.	10/2000	10/2005	Unemployed. In recovery after a car accident				✓		RC
J. C.	10/2000	10/2005	Working f/t at Sodexho	✓			✓		KK
Y.G.	10/2000	10/2005	Working f/t at Donald D. Wyatt detention facility	✓	✓				KK
T. P.	10/2000	10/2005	Working f/t as CNA at Briarcliff	✓	✓				KK
N.R.	10/2000	10/2005	Working f/t for AmeriCNA Arbitration Assoc, attends CCRI p/t	✓	✓				KK
J.B.	11/2000	11/2005	Working f/t as a CNA for Heritage Hill Nursing Home	✓	✓				RC
M.R.	11/2000	11/2005	Working f/t for A.T Cross Company. Attends ESL Classes	✓	✓				RC
D.C.	11/2000	11/2005	Working f/t at US Postal Service, training for CDL					✓	KK
M.J.	11/2000	11/2005	Taking GED classes at ESC, Training w/ Occup. Rehab. Svcs.	✓					KK
J.C.	12/2000	12/2005	Working ft Smart Style Hair Salon	✓			✓		RC
M.A.	02/2001	02/2006	Working p/t for School Department as a custodian	✓	✓				RC
C.J.	02/2001	02/2006	Full time student at RIC				✓		RC
J.S.	03/2001	03/2006	Working f/t for Ross & Simons	✓	✓				RC
O. & I. R.	03/2001	03/2006	Working for Americorp/f/t for Marriott					✓	KK
T.R.	05/2001	05/2006	Working f/t as a home daycare provider	✓				✓	SS
L.C.	05/2001	05/2006	Working f/t for Citizens Bank	✓	✓				RC
J.M.	05/2001	05/2006	Working f/t as a bus monitor for the School Department	✓				✓	RC
D.F.	05/2001	05/2006	Working fu/t for Workers Mania		✓				RC
B.A.	06/2001	06/2006	Seeking employment				✓		RC
K.G.	06/2001	06/2006	Working p/t at Dunkin Donuts, CCRI p/t for nursing	✓					KK
D.G.	06/2001	06/2006	Working f/t at Wrentham Developmental Center		✓				KK
H.A.	07/2001	07/2006	Working full time manufacturing	✓	✓				RC
K.B.	07/2001	07/2006	Working f/t as a hair stylist				✓		RC
M.R.	07/2001	07/2006	Working f/t for Norwood Promotional Products	✓	✓				RC
L.T.	07/2001	07/2006	Working f/t for N. Providence Pediatric	✓	✓				RC

Y.Z.	07/2001	07/2006	Working f/t for the Holiday Inn	✓		✓		RC
M.H.	07/2001	07/2006	Working p/t as CNA for Berkshire				✓	KK
D.J.	07/2001	07/2006	Working f/t as CNA at West View Nursing Home				✓	KK
A.E.	08/2001	08/2006	Working f/t for Calibri Corporation	✓	✓			RC
L.L.	08/2001	08/2006	Working p/t for PHA, attends CCRI p/t	✓		✓		RC
E.R.	08/2001	08/2006	Enrolled in GED classes		✓			RC
L.J.	08/2001	08/2006	Working p/t at Telerent Leasing, seeking f/t clerical position	✓	✓			KK
S.L.	08/2001	08/2006	Working through Employment 2000	✓				KK
M.B.	09/2001	09/2006	Working pt for PHA in maintenance department	✓			✓	RC
M.D.	09/2001	09/2006	Working f/t manufacturing		✓			RC
N.G.	09/2001	09/2006	Working f/t manufacturing	✓	✓			RC
C.L.	09/2001	09/2006	Working f/t for Little & Company		✓			RC
C.M.	09/2001	09/2006	Working p/t in maintenance for PHA	✓		✓		RC
R.P.	09/2001	09/2006	Working f/t for Qualified Resources Inc.		✓			RC
J.C.	09/2001	09/2006	Full-time student at Arthur Angelo School of Cosmetology					KK
Y.R.	10/2001	10/2006	Working f/t RI Donation Exchange			✓		RC
A.B.	10/2001	10/2006	Working f/t for John Hope Settlement	✓			✓	RC
A.S.	10/2001	01/2003	Working p/t at PHA	✓			✓	KK
M.A.	11/2001	11/2006	Working f/t as CNA at Women & Infants				✓	KK
L.D.	11/2001	11/2006	Attending Sawyer School					KK
B.M.	11/2001	11/2006	Working f/t for Output Technologies				✓	KK
R.C.	12/2001	12/2006	Attending Sawyer Schools for Business and Accounting			✓		RC
B.M.	12/2001	12/2006	Enrolled in ESL			✓		RC
P.T.	02/2002	02/2007	Working f/t as a teachers aide for Providence Head Start	✓			✓	SS
D.D.	02/2002	02/2007	Working p/t for PHA	✓		✓		RC
V.D.	02/2002	02/2007	Job searching has a Medical Assistant Certificate from RIC			✓		RC
T.C.	02/2002	02/2007	Working f/t as financial counselor at Women & Infants	✓			✓	KK
V.L.	02/2002	02/2007	Working f/t at Calibri factory				✓	KK
T. M.	02/2002	02/2007	Working on Home Daycare License					KK
J. T.	02/2002	02/2007	Working f/t at Farnum House as Residential Counselor	✓			✓	KK
N.A.	03/2002	03/2007	Enrolled in ESL classes			✓		RC
G.C.	03/2002	03/2007	Working p/t for PHA			✓		RC

D.C.	03/2002	03/2007	Working p/t as at Fed. Hill House, taking T.A. cert course		✓		✓		KK
A.P.	04/2002	04/2007	Working f/t for Elmhurst nursing home as a CNA	✓				✓	SS
A.A.	04/2002	04/2007	Seeking employment, Attending paid training w/ D.A.R.E.					✓	KK
W.B.	04/2002	04/2007	Enrolled at Newport School of Cosmetology						KK
I.P.	04/2002	04/2007	Enrolled in f/t ESL course with Cranston Adult Ed.						KK
J.C.	05/2002	05/2007	Working f/t for Steere House and the RI Blood Center			✓			RC
F.C.	05/2002	05/2007	Working p/t as housekeeper at Westin Hotel				✓		KK
M.F.	05/2002	05/2007	Working f/t for CVS Administrative Offices						KK
S.Y.	05/2002	05/2007	Training for Unit Secretary position at RI Hospital						KK
M.C.	06/2002	06/2007	Working f/t @ Elliot Group (factory)			✓			RC
B.P.	06/2002	06/2007	Working f/t as a Teacher Assistant			✓			RC
C.C.	06/2002	06/2007	Working f/t as clerk typist at PSD					✓	KK
A.F.	06/2002	06/2007	Working f/t through Pomerantz Staffing Services					✓	KK
L.H.	06/2002	06/2007	Seeking p/t employment, seeking computer education course						KK
R.H.	06/2002	06/2007	Working f/t for Prime Time Mfg, Taking ESL at Met School					✓	KK
T.R.	06/2002	06/2007	Attending GED at ESC						KK
M.S.	06/2002	06/2007	Unemployed, seeking p/t work						KK
R.M.	08/2002	08/2007	Working f/t as a bus monitor				✓		RC

Adult Education Programs

✳ ABE/GED PROGRAM:

This year the Adult Basic Education and GED Program ran three Monday through Friday, 20 hour/week sessions, a total of 38 weeks of full time programming. Enrollment for all three sessions was at maximum capacity with several prospective students on a waiting list. The PHA had its first GED graduation exercises for six students who earned their secondary credentials with us. Upgrades to the Invest Learning Corporation Software, CCC Destinations, were installed in the Spring — these updates contain lessons which will allow students to cover material in the new GED-2002 tests. On average, students spend 60 to 65% of class time in the computer lab working on the software which allows each of them to work at their own pace at the appropriate skill level. The remaining class time was divided between:

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

World of Work students attended evening classes at Chad Brown Community Center and at the Employment Support Center on Academy Ave. Students attending these classes are either employed or actively seeking employment. Lessons for this group are customized to reflect these activities as well as prepare them for taking the GED Tests. In addition to GED material the evening students are exposed to:

- Job seeking/job keeping skills
- Resume writing
- Interviewing techniques

Table 14. ABE/GED Student Progress in Math for FY 2002 (Measured by Computer Curriculum Corporation Destinations)

Student	WOW	Rec'd GED	Starting Level	Ending Level	Growth in Levels
KA			3.0	8.0	5.0
RB			2.0	4.0	2.0
UC			3.0	4.0	1.0
WC			3.0	6.0	3.0
EC			1.0	1.0	.5
LC			N/A	N/A	N/A
YF			3.0	4.0	1.0
WF			3.0	4.0	1.0
HH		*	4.0	11.5	7.0
MJ			1.0	4.0	3.0
LL		*	3.0	10.0	7.0
SL	*		3.0	4.0	1.0
JL	*		2.0	3.0	1.0
EM	*		1.0	N/A	N/A
MM	*		2.0	3.0	1.0
YM			N/A	N/A	N/A
HM			4.0	6.0	2.0
NN			3.0	5.0	2.0
FN			1.0	4.0	3.0
CP			3.0	10.0	7.0
LP			1.0	3.5	2.5
NP	*		3.0	4.0	1.0
RP			3.0	4.0	1.0
MP	*	*	2.0	8.0	6.0
IR			1.0	3.5	2.5
MR			3.0	4.0	1.0
RR		*	3.0	12.5	9.5
JR			3.0	4.0	1.0
AR			2.0	3.0	1.0
ER			4.0	6.0	2.0
IR	*		4.0	7.0	3.0
TR			2.0	6.0	4.0
WR			4.0	5.5	1.5
RR			6.0	12.0	6.0
ZR			3.0	4.0	1.0
MS			3.0	5.0	2.0
ES			3.0	4.5	1.5
VS			3.0	4.0	1.0
PT		*	2.0	8.5	6.5
RT			3.0	7.0	4.0
LT			3.0	4.0	1.0
RU			4.0	9.0	5.0
FV	*		3.0	6.0	3.0
JV			4.0	7.0	3.0
RW			5.0	11.0	6.0
AY			3.0	4.0	1.0
SY		*	4.0	8.0	4.0
Average			**3.0**	**6.0**	**3.0**

Table 15. ABE/GED Student Progress in Reading - FY 2002

Student	WOW	Has GED	Starting Level	Ending Level	Growth in Levels
KA			6.0	7.0	1.0
RB			3.5	6.0	2.5
UC			3.5	12.0	8.5
WC			2.0	9.0	7.0
EC			3.5	5.0	1.5
LC			N/A	N/A	N/A
YF			1.5	2.0	.5
WF			2.0	4.0	2.5
HH		*	3.5	12.0	8.5
MJ			2.0	8.0	6.0
LL	*	*	8.0	12.5	4.5
SL	*		3.5	5.5	2.0
JL	*		1.0	3.0	2.0
EM	*		1.0	N/A	N/A
MM	*		2.0	3.5	1.5
YM			3.5	11.5	8.0
HM			8.0	11.0	3.0
NN			3.5	7.5	4.0
FN			1.5	4.0	2.5
CP			N/A	N/A	N/A
LP			1.0	4.0	3.0
NP	*		1.0	3.5	2.5
RP			1.0	2.5	1.5
MP	*	*	3.5	11.0	7.5
IR			2.0	2.5	.5
MR			1.5	6.5	6.0
RR		*	9.5	12.0	3.0
JR			6.0	7.0	1.0
AR			1.0	8.0	7.0
ER			6.0	7.0	1.0
IR	*		7.5	10.5	3.0
TR			3.0	5.0	2.0
WR			3.5	6.0	2.5
RR			1.5	9.5	8.0
ZR			1.0	2.0	1.0
MS			6.0	7.0	1.0
ES			3.5	5.5	2.5
VS			6.0	8.0	2.0
PT		*	9.5	11.5	2.0
RT			9.0	9.5	.5
LT			3.0	4.0	1.0
RU			7.0	11.0	4.0
FV	*		4.5	7.0	2.5
JV			4.0	7.0	3.0
RW			9.0	11.0	2.0
AY			2.0	2.5	.5
SY		*	7.0	12.0	5.0
Average			**4.0**	**7.0**	**3.0**

Table 16. GED Test Results

GED Test	Number of students who took the test	Number of students with passing scores	% of students passing tests
Literature Arts: Reading	10	10	100%
Social Studies	8	8	100%
Science	12	9	75%
Math	16	11	69%
Literature Arts: Writing	10	7	70%
Total	**56**	**45**	**80%**

English as a Second Language Program

In FY 2002, the ESL program served students in two 15 week 20-hour conversational programs and two 13-week pre-employment course for USDOL welfare to work clients. A new mini language lab, located at Academy Avenue, was up and running in January 2002 with various software programs available, notably an updated Rosetta Stone, an interactive software with students able to hear, listen, speak, read and write on combinations of different screens. The upgrade has made the system more user friendly.

An English Language Civics grant from the RI Department of Education provided new opportunities for the students to understand and appreciate the political process, culminating in "Student Government Days" at the State House. The ESL and GED students combined to produce a bill that was debated over the course of two days.

> "A new mini language lab, located at Academy Avenue, was up and running in January 2002 with various software programs available..."

Table 17. Pre and Post Test (Language Assessment System) Results ESL Program

Student	Reading Pre	Reading Post	Writing Pre	Writing Post	Math Pre	Math Post	Score Increase
KL	96	100	61	66	0	0	9
JHG	84	90	51	62	0	0	17
EN	74	86	55	51	0	0	8
MP	66	66	48	40	0	0	-8
HG	64	76	42	44	0	0	14
RG	40	62	13	43	0	0	50
AV	34	44	42	42	0	0	10
RP	32	38	38	24	0	0	-8
MB	18	44	0	22	0	0	48
MF	96	100	80	100	0	0	24
IPZ	88	96	48	66	0	0	26
JR	72	80	62	68	0	0	14
MA	64	74	0	42	0	0	52
IPN	26	46	24	42	0	0	38
Total	**854**	**1002**	**564**	**712**	**0**	**0**	**294**
Average	**61**	**72**	**40**	**50**	**0**	**0**	**21**

Other ESL program outcomes:; 29 ESL students co-enrolled in welfare to work and entered employment.

WOW Plus / Puentes Para Trabajar

FY 2002 marked the third and final year of the three-year contract between the Providence Housing Authority and Providence/Cranston Workforce Development Office under this United States Department of Labor funded welfare to work program. For our residents, one of the most successful developments was our achievement of authorization to include 13 weeks of ESL instruction with the unpaid work activity. Some of these placements were coordinated with the creation of a "unit turnover team" with the Department of Facilities Management – the Puentes Para Trabajar (Bridges to Work) initiative. Our responsibility under this contract – to recruit participants and provide work experiences – was 100% fulfilled.

World of Work participants completing a work activity

Table 18. Sample Placement + Wages in WOW Plus

Job Title	Starting Wage
Activity Assistant	7.00p/hr
Assembler	8.00p/hr
Beautician	By Commission
School Bus Monitor	9.25p/hr
Cashier	7.00p/hr
CDL Driver/School	10.00p/hr
CAN	12.00p/hr
Clothing Inspector	8.00p/hr
Day Care Assistant	7.00p/hr
Food Service Worker	7.00p/hr
Housekeeper	8.00p/hr
Janitor	7.75p/hr
Jeweler	6.50p/hr
Packing	7.00p/hr
Tele-Marketing	7.00p/hr
Program Assistant	8.50p/hr
Outreach Worker	9.00p/hr
Medical Billing Clerk	8.00p/hr
Fast Food	7.00p/hr
Kitchen Manager	9.50p/hr
Custodian Aide	7.75p/hr
Substitute Food Worker	7.00p/hr
Custodian	8.00p/hr
Department Store/Clothing	8.00p/hr
Dietary Aide	7.50p/hr
Teacher's Aide	9.00p/hr

Office Skills Certificate Program

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

Office Skills Graduation at Academy Avenue

Introduction to Computers

As part of our commitment to educating the adult residents of the Providence Housing Authority, the Education and Training Division began offering on-site Introduction to Computers classes at the four family development community center computer labs in the Fall of 2001. The two FSS Case Managers have shared the responsibility of developing the curriculum, recruiting students and teaching the classes.

The lesson plans include an introduction to the Microsoft Windows operating system, essential computer hardware and Windows vocabulary, basic word processing functions, and plenty of typing practice. The primary aim of this course is to help adult PHA residents "break the ice" with today's computers, which for the inexperienced can be quite intimidating. Many students arrive at the class never having used a computer before.

Customer Satisfaction Survey Results

In May of 2002, we surveyed FSS participants, GED, ESL and WOW clients to gauge their feelings about the programs that are offered through the Education and Training Division. The survey results are outlined below in further detail.

The survey instrument revealed that 98% of clients are very satisfied or satisfied with their case manager.

Figure 7. Satisfaction with FSS Case Manager
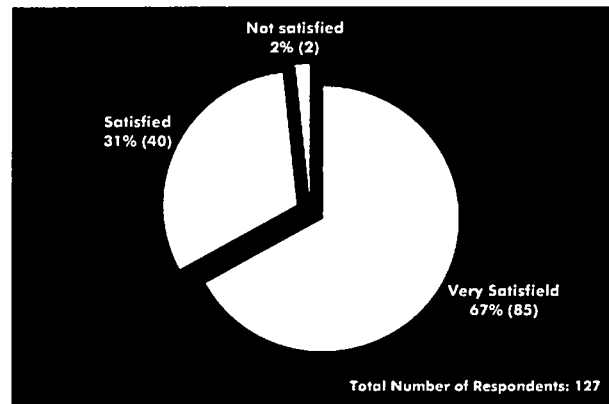
95% of the GED students were very satisfied or satisfied with the program

Figure 8. Satisfaction with GED Program
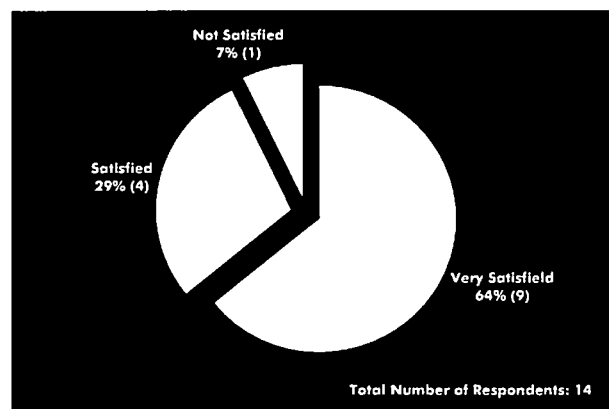
92% of ESL students responded that they were very satisfied or satisfied with the ESL program.

Figure 9. Satisfaction with ESL Program
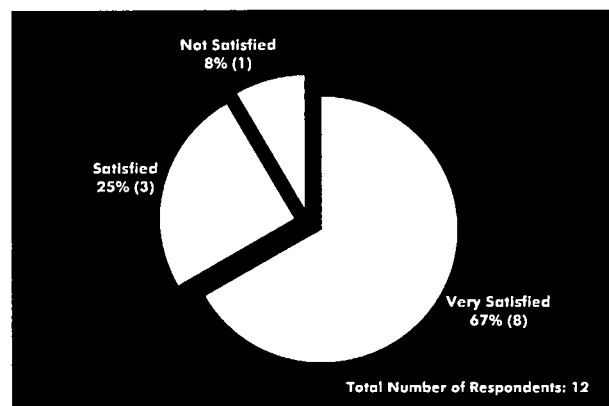
91% of the WOW clients expressed that they were very satisfied or satisfied with the program.

Figure 10. Welfare to Work Program Satisfaction
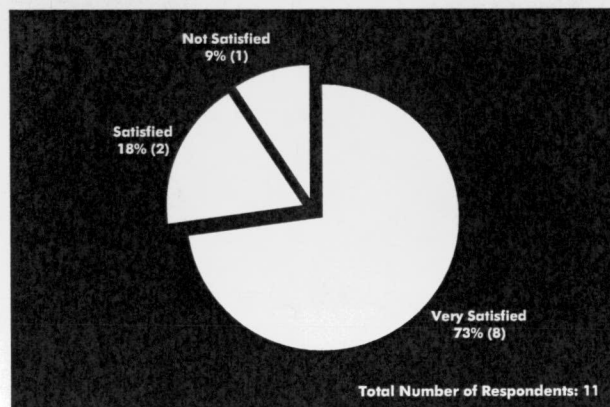
Success Stories

✳ MOLLIE LASSITER, FSS PROGRAM:

Mollie Lassiter, a Family Self Sufficiency Program participant

Mollie Lassiter enrolled in the FSS Program in May of 1999. Upon completion of her education, she wanted to pursue employment in the banking field. Mollie, a single mother of two children, kept her focus and was determined to close her cash assistance case. She enrolled in our Office Skills course in 2001 and was offered a position at Citizens Bank as a proof machine operator. She was offered a full time position with the bank in January. Her TANF case was closed the same month. Her annual

earned income has increased $9,000 since 1999. Her ultimate goal is to own her own home and surely she will.

✳ ROSA FLORIMON, FSS PROGRAM:

Rosa Florimon enrolled in the FSS program in October of 1999. She was a TANF recipient raising four children. Since the beginning of program she was determine to fulfill her goals which were enroll in ESL classes, become a Home Daycare Provider, become debt free and buy a house. Shortly after her enrollment in the program she joined an ESL class at the International Institute and also obtained her Home Daycare License. In less then a year her business started to look quite lucrative. By April of 1999 she had closed her TANF case and started to work on her debt. Her business was doing so well that with only two years in the program she was already thinking of homeownership. At this point her income had increased substantially and she was close to become debt free. By 2001 her earned income had increased to above $46,000. With a little more than a year in the program, Rosa left the FSS program and in December of 2001 bought a beautiful house. Rosa continues her Daycare business and thanks the FSS program for giving her the support and encouragement to reach her goals.

Rosa Florimon, A Family Self Sufficiency Program participant

✳ SHAWNA YOUNG, GED PROGRAM:

Shawna Young, a GED Program participant

Shawna Young attended several GED programs before enrolling in the classes offered by Providence Housing Authority at the Employment Support Center on Academy Avenue early in 1999. She was quite disillusioned when she first joined the class but was determined to give it her best effort – especially since Shawna's mother had recently obtained her GED Certificate. Shawna was not going to be outdone by her mother! Shawna struggled with her lessons (especially math) and then discovered that she was pregnant. The staff at the Employment Support Center encouraged her to continue coming to class but we weren't quite sure what she would do. As the Fall of 2001 approached, Shawna was faced with the prospect of losing her accumulated GED Test scores if she did not amass enough points to obtain her GED Certificate by December. She accepted the challenge, stayed focused and by mid-December passed all the tests and earned her GED Certificate. She accepted a position with DHS as a Peer Support Specialist. In this capacity she makes presentations to groups of FIP participants regarding program policies, documents information and updates databases. In May 2002 Shawna signed on to the Family Self-Sufficiency Program at PHA.

✳ MARIA ORELLANA, ESL PROGRAM:

Maria Orellana started attending the ESC in November of 2001. She works second shift at Capco Plastics in Providence and in July 2002, celebrates her fifth year with that company. She has good reason to celebrate, too. Not only does she get her annual pay increase, she also will be receiving a raise as a result of being promoted to Quality Control Supervisor on second shift two months ago. Maria works on second shift goes home, sleeps for a few hours, gets up and gets her daughters off to school and then comes to school herself to study ESL. Maria's progress has been such that she is already using CCC Destinations in the lower levels to prepare herself for the GED.

Maria Orellana, an ESL Program participant

SUPPORTIVE SERVICES DIVISION

Division Overview

Dominica Manor residents at a social function

The Supportive Services Division serves the adult population of the Providence Housing Authority in the areas of general social services and health programs. While health education and family counseling is offered at the Family Developments, the principal focus of the efforts of this division is the Elderly/Disabled high rises.

Service Delivery Changes

Significant changes have been made this past year in how social services are delivered to our elderly/disabled residents. Central to these changes is the introduction of a formal assessment tool and policy. The Resident Services Coordinators, who are responsible for meeting the individual and community social service needs in the elderly/disabled buildings, are now required to assess each resident annually using an Assessment Form that was developed last Summer and then, from the results of this assessment, devise a Service Plan that specifies how the staff will intervene to assist the residents.

✳ THE ASSESSMENT / SERVICE PLAN TOOL

The staff of the Supportive Services Division composed this assessment/service plan tool from components of similar forms previously used at the PHA as well as those used in other agencies. Without creating something too unwieldy, the aim was to touch upon various areas of need residents might have and to identify resources at their disposal to meet their needs and goals. Besides basic demographic information, these are the areas that are assessed and about which service plans are drawn up:

- **Language:** Discovering what language the resident speaks, reads and writes, estimating the level of literacy,

checking on how non-English speaking people manage with interpreting, asking about the desire to learn English and/or to improve language skills. This helps us know how best to communicate with residents, what obstacles might be in the way of accessing resources in the community, and how the person might improve himself or herself.

- **Income/Benefits:** With the average annual household income in the high rises just $6,200, nearly every resident must count every penny to survive. With these questions, staff can see if residents are eligible for any other benefits, if they need help with budgeting, or if employment is an option.
- **Medical:** Questions are asked about medical providers: if they have any and who they are, how they pay for health care and prescriptions, and what sort of health conditions they are dealing with. Answers to these questions guide the intervention of the Resident Services Coordinator and the services of our Health Programs.
- **Basics:** Do they have furnishings in their apartments? Are they eating? How is their appearance and that of their apartment?
- **Living Skills:** These investigate the residents' ability to accomplish the activities of daily living that measure a person's capacity for self-care such as bathing, dressing, and eating as well as a the capacity to perform home management chores and social tasks such as shopping and doing housework.
- **Support Networks:** Finding out how the resident is connected to church, family and other organizations and associations.
- **Interests:** Asking about a range of topics and activities they might pursue in the community or through the PHA.

Value: The Assessments/Service Plans are fundamental to the Supportive Services programming in the high rises because the data will generate and guide our efforts. Furthermore, the work of the staff will be more effective because efforts will be targeted to real needs.

With the introduction of the Assessment/Service Plan tool and policy, the staff takes the initiative to uncover needs in a systematic and comprehensive way. Documentation of meaningful outcomes and improvements in residents' lives will be easier.

Results: Resident Services Coordinators began using the new form in late November 2001. Every year, each resident will be interviewed: the assessment categories are reviewed and, from those, a plan is made as to what the Supportive Services staff will do to assist the resident. This table indicates the progress of this first year of formal assessments.

Table 19. High-rise Assessment Completions

Time Frame	Assessment + Plan Goal	Assessment + Plan Completed
December, 2001 to February, 2002	379	407
March, 2002 to May, 2002	284	319
June, 2002 to August, 2002	284	(through July) 208
September, 2002 to November, 2002	183	

Entering the results into a database will maximize the value of the Assessments/Service Plans. This step in the process took longer to get underway than expected, but a database was developed in the Spring and data began to be entered in June 2002. The database will be a ready reference point for the staff: they can easily find out an individual's needs or what they planned to do with that person. It will serve as a tracking system to document what has been completed and what work is yet to be done on residents' behalf. On a larger scale, the database will guide the division's programming by identifying real needs and their scale and scope. Programming can be targeted and promoted to those that need it.

Resident Services Coordinators

Working from the annual Assessment and Service Plan, the Resident Services Coordinators provide the residents with referral to health services, benefits assistance, meeting emergency needs, counseling, advocacy, general support with tasks such as shopping and transportation, financial management, and substance abuse intervention. They also coordinate social, educational and recreational programs. A Resident Services Coordinator is assigned to Sr. Dominica Manor and Carroll Tower, another to Kilmartin Plaza and Parenti Villa, one to Hartford Park and Sunset Village, one to Dexter Manor, and a Spanish-speaking RSC serves residents in all the buildings who speak only Spanish.

Assessment is the foundation of a Resident Service Coordinator's work

In FY 2002, Resident Services Coordinators provided services to 1,234 people through a total of 13,899 contacts or service units. The increase in the numbers of people served from FY 2001 may be attributed to the increased outreach through the Assessment/Service Plan process. At the same time, the actual number of Service Units decreased. This may reflect a change in the type of service offered by the Resident Services Coordinator, some interventions taking more time per service unit than others. With more data in FY 2003, Resident Services Coordinator productivity will be better understood.

Table 20. High-rise Residents Served

Year	Total Number of Individuals Served by Resident Service Coordinators
FY 1998	891
FY 1999	540
FY 2000	644
FY 2001	940
FY 2002	1,230

Table 21. High-rise Service Units

Year	Number of Service Units in Crisis Intervention, Counseling, Advocacy, Information & Referral
FY 1998	14,742
FY 1999	16,124
FY 2000	16,338
FY 2001	14,783
FY 2002	13,899

The types of interventions are many and they vary in terms of importance and urgency. One of the challenges of working as a Resident Services Coordinator is to sort through the many requests and demands that are made daily and to set priorities for the best use of time and energy. Statistics are kept for 38 different kinds of service offered by the Resident Services Coordinators. Even this number does not capture everything they do. A new work and productivity reporting system has been developed for use in FY 2003 that will better reflect what is being done.

The following is a sampling of some of the more important service categories.

Table 22. High-rise Service Categories

Fiscal Year	FY 2001	FY 2002
Work with Other PHA departments	1,123	1,352
Benefit Acquisition	910	912
Financial Management	609	575
Substance Abuse Help	445	348
Legal Assistance	466	423
Counseling	2,338	3,374
Emergency Needs	662	463

Other statistics round out the profile of the population served by the Resident Services Coordinators:

Table 23. Demographics of Supportive Services Clients

Population Group	Percent
AGE GROUP	
18-35	6%
36-50	14%
51-61:	26%
62-69:	28%
70-79	17%
80+	9%
GENDER	
Female	64%
Male	36%
RACE/ETHNICITY	
Asian/Islander	2%
Black:	21%
Hispanic:	38%
White:	39%

The numbers of those served broken down into these categories corresponds to the actual percentages of the resident population in the high-rise buildings. This indicates that the staff is serving all groups.

Isolation, loneliness, and the consequent depression plague many of the residents in the elderly/disabled buildings. Resident Services Coordinators host coffee hours and enrichment activities, and sponsor excursions to places of interest. This past year, residents went to Galilee, Camp Cronin at the seashore, Newport, Boston and Quincy Market, Foliage Tour, Plymouth Plantations, LaSalette Shrine, Wright's Farm, The Rhode Island Mall and the Hometown Buffet, the St. Patrick's Celebration at the Venus de Milo, The Pequot Indian Museum, and Westport Vineyards. The Pequot Museum attracted 25 residents, and all the other trips were at full capacity for the bus provided by the Senior Program of the Providence Recreation Department, that is, 38-40 people. Additional transportation allowed another 20 people to go to Camp Cronin and LaSalette.

A PHA sponsored excursion for our highrise residents

Health Programs and Services

Our data tell us that up to 26% of residents have no health insurance and that almost 50% have no prescription drug coverage. Approximately 30% do not speak English and 25% report not having a primary doctor. These statistics point to the high probability that residents do not receive optimal health care even though there are fine medical facilities surrounding us in the City of Providence. The health programs of the Providence Housing Authority aim at helping residents become responsible and good consumers of health care. The largest part of our efforts focuses on increasing access by removing obstacles such as lack of transportation, lack of understanding of the medical world, lack of knowledge, sporadic use of medical providers, inability to speak English, and lack of health insurance. The Health Program Facilitator, Medical Case Manager, and Nurse Practitioner along with the

Resident Services Coordinators concentrate on removing these barriers through case management and education.

Glucose screening at a PHA Health Fair

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

Some health services are brought directly on-site: the Lifespan Geriatric Clinic at Carroll Tower, Dexter Manor, and Sr. Dominica Manor, Medical Consultation with the Nurse Practitioner in the Housing Helps program, Podiatry, Eye Care, and Pharmacy Consultation. These practitioners also provide a tremendous amount of health education that complements the more formal health education provided in seminars and other presentations as well as our annual health fair. The annual flu vaccine program is very popular, and student nurse from St. Joseph Hospital and the University of Rhode Island College of Nursing come regularly for education and case management. The table below demonstrates the impact of these programs.

Table 24. Medical Service Categories

Category of Medical Service or Activity	FY 2001 Events or Participants	FY 2002 Events or Participants
Housing Helps Client Visits	765	892
Lifespan Nurse Practitioner Visits	208	651
Family Site Screenings and Education	316	248
Family Medical Van Visits	N/A	182
High-Rise Screenings and Education	627	418
Flu Clinic Shots	316	285
On-Site Pharmacist Visits	492	180
On-Site Eye Care Visits	N/A	55
On-Site Podiatrist Visits	144 '	122
Student Nurse Client Visits	273	195
RSC Health-Related Service Units	2,236	2,975
Medical Transport	117	95
Total	**7,495**	**8,300**

The most significant changes this past year have been the huge increase in Lifespan clinic activity (the numbers of regular patients has more than doubled to over 100), the addition of Eye Care services in a collaboration with Envisions, and the new presence of the Women and Infants' Hospital Medical Van that stops at Hartford Park.

The continued success of the Housing Helps Program reinforces our belief in the need for an open-ended mechanism that brings people into the health care system. The Sick Calls offered at each building by the Nurse Practitioner we have in partnership with the University of Rhode Island have accomplished this.

The numbers of health screenings has been purposefully reduced. Staff has questioned the value of some of the community health screenings done in the past and are trying to concentrate on screenings that lead to follow up by staff and other medical providers.

This past year saw the elimination of the Medical Van. Grant funding for it had run out and, after analyzing use and cost, it was clear that using taxi vouchers to transport residents to medical appointments was less costly and gave more flexibility of service. Over 100 different people took advantage of this service. Residents Services Coordinators meet with residents to

strategize with them about transportation needs and seeking out possible solutions.

Congregate Meal Sites

PHA staff supervises Rhode Island Meals On Wheels congregate meal sites at Dexter Manor (2,080 meal served annually) and Carroll Tower (1,30 meals served annually). There is also a meal site at Hartford Tower (1,560 meals served annually) staffed by the Hartford Park Community Center.

After consulting with the PHA, RI Meals On Wheels decided to close the meal site at Kilmartin Plaza. Numbers of participants remained too low to justify costs and Kilmartin Plaza residents can use two nearby meals sites in the neighborhood.

Table 25. Congregate Meal Site Usage FY 2002

	# of Different Residents Served	Total Number of Meals Served
Carroll Tower	51	1,300
Dexter Manor	108	2,080
Hartford Tower	65	1,560
Kilmartin Plaza (5 months only)	12	180
Total	**236**	**5,120**

Living Skills Unit
✶ NEW TENANT ORIENTATION

The Preparation for Community Living (PCL) class continues to be a mandatory step in the application process for PHA applicants interested in a family unit. This seven-hour orientation provides prospective tenants with an understanding of the policies, procedures and standards for the proper maintenance of their apartments and the resources available to them through the PHA. This interactive class also affords the opportunity to ask questions and express concerns about life in a public housing project.

An average of two classes per month, one in English and the other in Spanish, were offered at the Living Skills Center, located in Chad Brown. This fiscal year a total of 24 classes were held and 364 applicants completed the PCL class.

The following table shows the number of applicants attending both English and Spanish classes over a five-year period. The percentage of Spanish-speaking

program participants had been decreasing, but rose again this past fiscal year.

Table 26. Living Skills Attendance

Year	Number of Spanish speaking Attendees / % of Total	Number of English Speaking Attendees/ % of Total	Total Attendees
FY 1998	352/64%	198/36%	550
FY 1999	161/60%	110/40%	271
FY 2000	166/58%	121/42%	287
FY 2001	183/56%	146/44%	329
FY 2002	222/61%	142/39%	364
Total	**1,084/60%**	**717/40%**	**1,801**

A person's or family's entry into the Providence Housing Authority presents a unique opportunity to ensure that they have a successful tenancy and are able to use the time they live in the Authority to better their situation. In order to take further advantage of this, work has begun to improve the present orientation for new Family Site tenants and to devise an effective orientation for new tenants in the Elderly/Disabled Sites. The orientation will be the basis for a "continuing education" curriculum that tenants may take advantage of to avoid eviction. Help with financial management and housekeeping practices would be part of this curriculum.

✶ HOUSEKEEPING SUPPORT PROGRAM

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

Table 27. Housekeeping Support Contacts

Year	Referrals	Initial Visits	Follow-up Visits
FY 2001	149	141	253
FY 2002	193	176	366

*follow-up visits exceed initial visits because some tenants require multiple follow-ups

If someone is too frail to do all the housekeeping in an apartment, if the person needs to be educated in how to maintain a clean apartment, or if someone is temporarily incapacitated and needs short-term help, the Living Skills Coordinator assigns a housekeeper to assist if the tenant is not eligible for help from other agencies and has no other resources. In this past year, 29 people were referred to the housekeeper.

✷ FIRE AND PERSONAL SAFETY

In conjunction with the Providence Fire Department, the Living Skills Coordinator conducted Safety Training for PHA staff and for residents at all the high rises both in English and in Spanish. Following a training at a national conference, a new curriculum is being developed for use in FY 2003. The following table shows attendance of those trainings.

Table. Fire and Personal Safety Training

	English	Spanish	Total
Dominica Manor	9	9	18
Dexter Manor	15	10	25
Parenti Villa	18	0	18
Carroll Tower	12	8	20
Kilmartin Plaza	13	18	31
335 Hartford Park	13	12	25
Total	**80**	**57**	**137**

Residents and employees at an emergency operations training

Wellness Initiatives in the Family Developments
✷ HEALTH EDUCATION
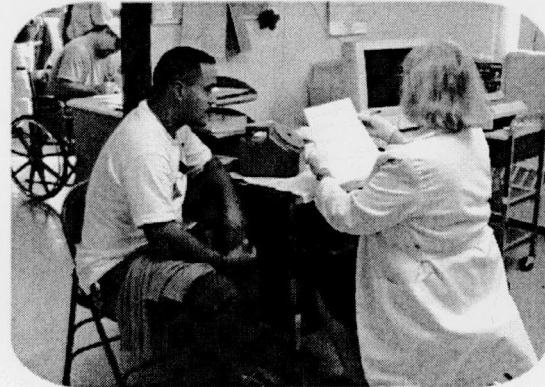
Health education at PHA family developments

In collaboration with the Chad Brown Health Center and several other agencies, a monthly program of health education is offered at the Family Developments addressing topics such as Parent-Child Communication, Nutrition, Breast Health, Diabetes, Organizing Your History, and Healthy Habits. Attendance ranged from five to 25 at these sessions. With the goal of reaching more people, the Health Program Facilitator will be studying new approaches to health education of residents.

The Family Van from the Women and Infants' Hospital began visiting the Hartford Park development this past year. Residents may come, without cost, for blood pressure checks, hypertension information, glucose screening, cholesterol screening, pregnancy tests and information, diabetes information, Rite Care applications, nutrition counseling, WIC referrals, and referrals to health care providers.

✷ SOCIAL SERVICES

Through a grant from the Family and Children Trust Fund administered by the RI Department of Children, Youth, and Families, and with partial funding from a HUD PHEDEP grant, the Providence Housing Authority contracts with Family Services, Inc. to provide counseling and intervention services to children and families at risk for child neglect or abuse. The monthly average of contacts with families at Chad Brown is 81 and at Manton Heights, 36 with an average of 25 families dealt with overall each month. Services range from formal counseling of children and families to parenting education, help with behavior management, referrals to other agencies or providers such as The Providence Center and the Department of

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

Customer Satisfaction

Every resident in the elderly/disabled sites received a Customer Satisfaction Survey in May 2002. The results taken from the 275 responses are very encouraging.

Figure 11. Assistance by Resident Service Coordinator
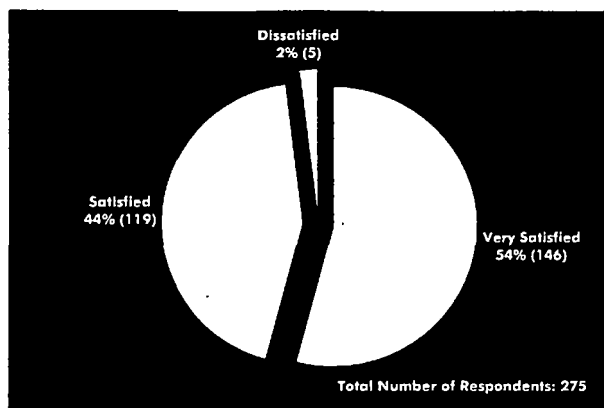
98% of the residents are very satisfied or satisfied with the assistance they receive from the Resident Services Coordinators

Figure 12. Health Education Presentations
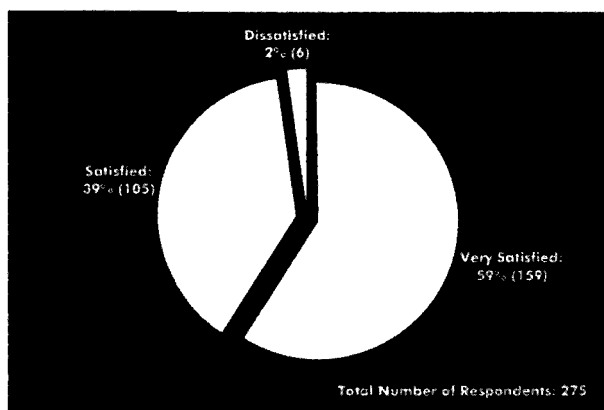
98% of the residents are very satisfied or satisfied with the health education presentations.

Figure 13. On-Site Medical Services
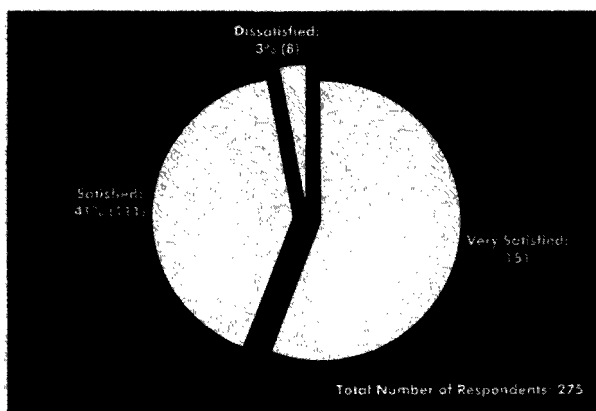
97% of the residents are very satisfied or satisfied with on-site medical services.

Figure 14. PHA Provided Transportation
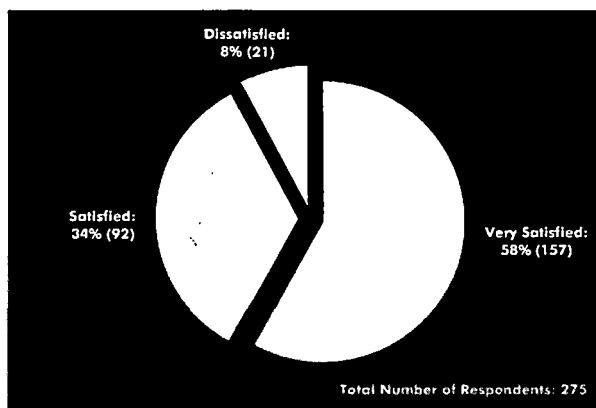
92% of the residents are very satisfied or satisfied with the PHA provided medical transportation.

Figure 15. PHA Sponsored Social Events or Trips
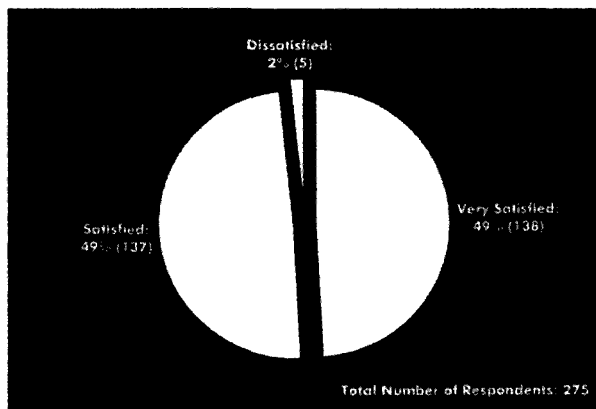
99% of the residents are very satisfied or satisfied with PHA sponsored social events or trips

Positive Outcomes

Supportive Services staff interventions range from the details of everyday to life-or-death situations. They work with many people whose lives have undergone tremendous change because of death or disability, altered fortunes or damaged spirits.

✳ MARY M.:

Mary came to one of our buildings a shell of a woman. She rarely went out, did not speak to others, babbled to herself constantly, and neglected her self-care. The RSC met her when she moved in and made it a point to visit her regularly. At first, the basics were needed: food, furniture for the apartment, pots & pans, dishes, and even basic clothing. The RSC made sure that Mary was receiving all benefits to which she was entitled so that she would have a regular income. Over several months, the RSC was able to convince Mary to go to a doctor for an exam. Having done this, a thyroid condition was discovered, the treatment of which led to a complete reversal of her mental state. Without her depression and confusion, Mary was able to start a new life. She now enjoys a clean, well-decorated and homey apartment. She is active in PHA social activities and with her church community.

✳ JUAN B.:

Upon assessment, the RSC found this elderly man sickly and without medical care. She immediately got him seen by the Lifespan clinic that has on-site office hours. They, in turn, were able to get the proper testing done. The RSC and the Medical Case Manager were always on hand to explain things to Juan in his own language, and the Health Program Facilitator coordinated care for him. Unfortunately, the diagnosis was cancer with a poor prognosis. Staff helped Juan understand and deal this news. He had no family here in Providence and expressed a desire to return home to the Dominican Republic to be with his family until his death. Staff contacted family, the consulates, and the airlines to make sure he was able to return, going so far as to bring him to the airport in Boston to put him on the plane. He arrived safely and was able to enjoy the remainder of his days with his loved ones.

✳ BILL N.:

A long-time resident, Bill kept to himself for the most part. The RSC noticed that his appearance was becoming more and more unkempt and that he was losing weight. The RSC made it a point to look in on Bill and was able to persuade Bill to agree to get meals delivered to his home and to let a housekeeper come by to do some cleaning. The RSC had the Nurse Practitioner from out Housing Helps program look in on Bill as his health continued to fail. The RSC contacted Bill's children who lived out of state to alert them and to enlist their help in getting Bill the help he needed. Over many months, the RSC slowly got Bill to realize and accept his situation that made placement in a nursing home a positive change for Bill. Working with the nursing home staff, the RSC facilitated the move and helped Bill close out his apartment. Bill condition improved remarkably. He was cleaner, walking and eating more, and enjoying the security of having staff available 24 hours a day.

✳ MABEL F.:

After having struggled all her life raising a large family, Mabel came to us actively alcoholic. She was functioning less and less when the RSC hooked her up with a church community and an AA group. It was the turning point Mabel needed. She became an active member and used her new-found faith and community as a foundation for better relationships with her family and a new part-time job. She continues today happy, employed, and sober.

✳ RACHEL O.:

An immigrant from Africa, Rachel had no income and was plagued with depressive symptoms. The RSC, first of all, made an appointment for her at the community mental health center and continued to encourage her to stay with treatment. Gradually, Rachel felt better enough to begin to look for work and to begin to support herself instead of living at a subsistence level through the kindness of relatives. At that point, the RSC referred her to the Senior Employment Program and Rachel was able to secure a job that brings her a steady income. The RSC also arranged for her to be seen at a local health center for her overall health care. Rachel is now looking into training to learn new skills for better work.

✳ FRANCISCO L.:

When the RSC visited Francisco to do an assessment, she found him a prisoner in his apartment due to extreme obesity. His physical health was deteriorating and he was in despair. The RSC referred him to our Nurse Practitioner who, in turn, marshaled the help of an internist and specialist to treat immediate medical problems and to address the obesity. After Francisco had surgery, the RSC followed up and discovered that he was not eating and had a serious infection. Working with the Providence Fire Department, she was able to get him to the emergency room and then facilitated his entering a nursing facility for rehabilitation. Upon his return to his apartment, she ensured that home care was in place. He is now living in his apartment, losing weight, walking, and caring for himself.

TEN YEAR RETROSPECTIVE

1993 PHA Summer Enrichment Program at The Taubman Center

1993

In 1993, the Authority completed its first Social Service Needs Assessment. The same groups of residents we continue to assess today – Heads of Household in the family developments, Elderly/Disabled Highrise residents and Youth – were surveyed. The Executive Assistant to the Executive Director and two interns from Brown completed the assessment. Needs identified included afterschool and summer youth programs, job training, support services and improved access to healthcare.

In 1993, the Department of Planning and Special Services was overseeing a growing youth program and Preparation for Community Living, our pre-occupancy tenant education program. At this point, the youth program was only operating at two sites, Manton and Hartford. PHASE, Providence Housing Authority Summer Enrichment – was in its third year.

The Family Self Sufficiency Program was in its second year of operation, with 30 contracts. In 1993, we received a planning grant under HUD's HOPE program, the genesis of our homeownership initiative. Partners in our social service delivery network that year included VNA, URI, Project HOPE and the Rhode Island Department of Education.

Our first resident computer learning center opened at Manton Heights.

✻ GRANTS RECEIVED IN 1993:

- Public Housing Drug Elimination: $484,000
- Youth Sports: $125,000
- Hope 1 Planning: $105,000
- Rhode Office of Substance Abuse Prevention: $47,461

- RI Department of Health $25,000
- RI Department of Education: $25,000
- Summer Youth: $6,600

NAHRO AWARDS:

Get Up and Go Mentoring Program, Staff Training, PHASE

1994

The Department of Planning and Special Services is renamed the Department of Community Services and continues to oversee the youth program and services in the highrises. The youth program is now offered at four sites and the addition of program assistant positions allows for increased enrollment. The program expands to include music, drama, teen clubs and ZooPower.

Certain resident services continue to be organized under the Executive Directors Office, including Family Self Sufficiency, which in 1994 starts to serve both public housing and Section eight residents. There are 32 active contracts. The Codding Court Tenant Association, with assistance from the PHA, receives a $40,000 Resident Management Training grant and we initiate a teen pregnancy prevention program funded by the Rhode Island Department of Health.

We add a second resident computer learning center at Hartford Park.

✻ GRANTS RECEIVED IN 1994:

- Public Housing Drug Elimination: $619,620
- Rhode Office of Substance Abuse Prevention: $47,461
- Teen Pregnancy Prevention: $40,000
- Resident Management Training: $40,000
- Rhode Island Department of Education: $24,726
- Summer Youth: $6,800

✻ NAHRO AWARDS:

Fair Housing Education, MIS System, Jump Start...Straight to School, Resident Employment, Mobile Safety Training Unit

1995

Social services continue to be delivered through the Department of Community Services and the Executive Director's office. Even greater enrollments in the youth program are possible with the addition of 21 part time "activities assistants", which also creates entry-level employment opportunities for adult residents. We are now serving more than 200 children a year.

The PHASE program is in its seventh year, Family Self Sufficiency enrollment is 77 families and an "allocation plan" designating Carroll Tower and Dominica Manor as "elderly only" buildings is approved by HUD. We received 150 additional Section 8 vouchers to assist non-elderly disabled in these buildings to relocate, if they choose to. The first purchase and sales agreement under HUD's 5(h) program is executed. We receive a major grant to support adult education and training services.

In partnership with the Rhode Island Hospital Medical Foundation, we open an on-site medical clinic at Dexter Manor.

✳ GRANTS RECEIVED IN 1995:

Family Investment Center: $997,5000
Public Housing Drug Elimination: $635,000
Youth Sports: $125,000
Tenant Opportunity Program: $60,000
Rhode Office of Substance Abuse Prevention: $47,461
Teen Pregnancy Prevention: $40,000
Rhode Island Department of Education: $24,320
Summer Youth: $6,800

NAHRO AWARDS: Manton Heights Computer Resource Center, Social Service Needs Assessment, Performance Management System, Risk Management Program

1996

Resident services are now being delivered through two departments: Community Services, responsible for the youth program and services in the highrises and Special Projects, which administers adult education and training programs and is overseeing the rehabilitation of the former City of Providence fire station at Academy Avenue and Eaton Street into our Employment Support Center. There are 36 employees in the Department of Community Services and three in Special Projects. In 1996, our HUD 5(h) homeownership program is approved and we close on our first sale of a scattered site home to a successful Family Self Sufficiency participant. There are now 103 families in the FSS program. The youth program is serving more than 200 children a year and PHASE, the summer youth employment and college access program, is in its fifth year. Services in the highrises have been substantially expanded and there is a social worker assigned to each building at least two days per week. In 1996, regular social and recreational activities in the highrises are scheduled more often, including day trips, outings to the movies and coffee hours in the community rooms.

✳ GRANTS RECEIVED IN 1996:

- Highrise Service Coordinator: $668,420
- Public Housing Drug Elimination: $639,500
- Early Childhood Development: $252,458
- Rhode Office of Substance Abuse Prevention: $47,461
- US DOL IIB: $24,000
- Teen Pregnancy: $29,998
- Juvenile Justice and Delinquency Prevention: $12,245
- Summer Youth: $7,000

✳ NAHRO AWARDS:

Resident Management Training, Dexter Manor Clinic, Senior Safety Education, Homeownership Program, Performing Arts Education and EDGE

1997 home daycare trainees

1997

The Departments of Community Services and Special Projects continue to deliver non-housing programs and services. Between the two departments, there are 51 full and part time employees. The Family Self Sufficiency staff occupies the Employment Support Center on Academy Avenue at the very end of the fiscal year. Total FSS enrollment is 106. We complete a needs assessment with the Oliver Hazard Perry Middle School, which is located near the Hartford Park Development. We also work with the Roger Williams Daycare Center located near our Roger Williams Development to train public housing residents to become home daycare providers. The grant also funds an addition on the daycare center.

We undertake another biannual social service needs assessment, with a planned 485 surveys and 50 interviews and focus groups. We open a Living Skills Center at Chad Brown, a well as our third Resident Computer Learning Center.

We receive a major HUD grant to expand health related support services in our highrises.

✳ GRANTS RECEIVED IN 1997:

- Public Housing Drug Elimination $671,000
- Housing Helps $500,000
- Big Brothers : $170,250; $5,000
- Rhode Island Department of Education: $20,000
- Rhode Office of Substance Abuse Prevention: $47,461
- US DOL IIB: $24,000
- Teen Pregnancy: $15,000
- Summer Youth $6,1701
- Rhode Island Children's Crusade: $5,000

✳ NAHRO AWARDS:

Strategic Plan, Codding Court Modernization, WISE Up Teen Pregnancy Prevention, Family Self Sufficiency

1998

The PHA's full time GED, ESL and other education and training programs have been up and running at Academy Avenue for two years, and 154 adults attended in 1998 and another 129 are enrolled in the Family Self Sufficiency program. Our Invest software in the computer lab at the Academy Avenue facility allows us to verify that, on average, our adult education participants are gaining two grade levels after 30 weeks of instruction.

A total of 225 children are served in our youth program. Teen computer clubs organized at Hartford, Manton and Chad prove extraordinarily popular. We are now always trying to find funding for qualified technical staff and to upgrade hardware and software for use in tenant computer education programs. Student volunteers from Brown University organize a 10 week performing arts program as part of the after school program.

In the highrises, in addition to regularly scheduled social and recreational programs, we introduce "Housing Helps" – a healthcare support program designed to help tenants who may otherwise be forced into nursing homes to stay in their own apartments.

✳ GRANTS RECEIVED IN 1998:

- Public Housing Drug Elimination $680,160
- ROSS Elderly Disabled: $100,000
- RI DHS: $50,000
- Rhode Office of Substance Abuse Prevention: $47,461
- US DOL IIB: $24,000
- Teen Pregnancy: $14,000
- Summer Youth: $6,170

✳ NAHRO AWARDS:

Public School Assessment Partnership, Daycare Training, Keeping it Cool at Chad, Family Advisory Committee, Energy Efficiency, Staff Development

1999

Our emphasis in highrise service provision is shifting more and more to a health and wellness focus. We are now operating medical clinics at Dexter Manor, Carroll Tower and Dominica Manor. We also institute a small-scale housekeeping support program to help prevent evictions in the high rises, and we are offering daily medical transportation service.

The World of Work Plus Program is well underway, which includes rapid job entry coupled with GED and ESL instruction. There are now employment assistance offices at Hartford, Manton and Chad.

FSS enrollment is 137. We analyze terminations over the past year and discover that 75% are positive, meaning the participant met the 12-month employment provision or was employed and opted out of public housing.

We complete our first Rhode Island Department of Education funded Inquiry Project, focused on adult learner attendance and retention.

✳ GRANTS RECEIVED IN 1999:

- US DOL Welfare to Work: $1,062,578
- Public Housing Drug Elimination $580,643
- HUD Service Coordinators: $302,371
- Rhode Office of Substance Abuse Prevention: $47,461
- Teen Pregnancy: $17,500
- RI Elderly Affairs: $5,000

✳ NAHRO AWARDS:

Big Brothers in Public Housing, Infinity Models, ZooPower, Career Rap, Employment Support Center

✳ HUD BEST PRACTICES:

STEPS (Strategies to Encourage Personal Success, our comprehensive resident service program) receives a HUD National Best Practices Award.

2000

In the adult education and training area, we continue to operate programs at Academy Avenue and serve an additional 100 residents through the U.S. Department of Labor Welfare to Work program grant. FSS enrollment is 129. We now have full time ESL and GED instructors on staff.

Demand for services in our after-school and summer youth program continues to exceed our capacity, although each year we develop more and more creative offerings to the 225 youth we can serve. In 2000, our participation in competitive league sports increases. The addition of a full time Youth Sports Coordinator gives that entire service area a big boost. Family counseling services are available through a third party contract.

This is the fourth year highrise residents are able to book transportation to medical appointments through the PHA. Since 1997, we've given more than 5,000 rides and logged over 50,000 miles. A total of 178 highrise residents have received medical support services through Housing Helps.

✳ GRANTS RECEIVED IN 2000
- Public Housing Drug Elimination $605,149
- ROSS RSDM: $500,000
- HUD Service Coordinators: $308,418
- MHRH: $59,326
- Rhode Office of Substance Abuse Prevention: $47,461
- Teen Pregnancy: $17,500
- Rhode Island Foundation: $6,300
- RIDOH $3,000
- Episcopal Charities: $2,000

✳ NAHRO AWARDS:
Triage Teams

✳ HUD BEST PRACTICES:
World of Work Plus is acknowledged as one of the outstanding housing based programs in the nation with a Simply the Best Award

2001
We continued to exceed our goal by serving more than 200 adult learners in classroom based programs and over 140 parents case managed through our Family Self Sufficiency program. More than half of our FSS participants are accruing escrow savings credits, which means that their earned income has increased since they enrolled; the rest are successfully participating in employment preparation programs and/or continuing to work. More and more of those who complete FSS are moving directly to homeownership.

In 2001, we open a new Community Center/Housing Management office at Codding Court. Now, the 120 families living in our smallest development can also benefit from our after school youth program as well as our adult education and training initiatives. We begin a new program – Puentes Para Trabajar (Bridges to

Work) focused on helping adult residents who need to develop their English language fluency to enter the workforce.

In the youth program, participation in our site based computer clubs reaches an all time high and more teens join our Youth Service Council. We begin to prepare for the elimination of the public housing drug elimination program by building relationships with local public and private funders. Staff of the adult education and training programs work with a small group of teens interested in career exploration.

And, at the highrises, further service expansion allows us to more fully address the healthcare needs of an adult population increasingly likely to qualify for public housing on the basis of disability status. Some of our partners are St. Joseph's Hospital, the University of Rhode Island, Women and Infants Hospital, St. Francis Cares Wellness Center and Project HOPE. We also begin to explore the possibility of converting some of our housing inventory into assisted living facilities.

✳ GRANTS RECEIVED IN 2001
- PHDEP $668,871
- RI Department of Education $27,000
- RI Department of Health $25,000
- Jr. League $500
- Dexter Fund $2,000

✳ NAHRO AWARDS:
Housing Helps, Emergency Operations Manual, World of Work Plus

> "World of Work Plus is acknowledged as one of the outstanding housing based programs in the nation with a Simply the Best Award."

A PHA housing manager receiving an employee of the year runner-up award

DIRECTOR'S SUMMARY

The Housing Management Department is organized into four main functional areas: administration, resident selection, management of elderly/disabled developments, and management of family developments.

The department's staff consists of 31 employees:

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

Thirty employees are permanent and one is temporary. An Assistant Manager position was filled this year. This person will fill in when any development manager or in some cases a Management Aide is out of work. The Assistant Manager reports to the Director of Housing Management, and will also be assigned special projects.

PHM Certifications

In FY 2002, a total of eleven Housing Management employees are Public Housing Management (PHM) certified by the National Association of Housing and Redevelopment Officials (NAHRO). In FY 2001 a total of eight management staff were certified. The Public Housing Manager (PHM) certification is a HUD requirement for managers managing 50 units or more of subsidized housing. All PHA managers have been certified, including our new Assistant Manager. Other management employees have also completed the certification training. This year three management employees attended the PHM training. The increase this year in certified staff is due to a change in the location of the certification training. The closest location for this training was New Jersey, but is now being offered in Worcester, MA. No employees have been sent to this training in the past two years because of the training location. In FY 2003 the PHM certification training is being offered by NAN Mc Kay Associates inc., on the Housing Television Network (HTVN). The training will be held in the training room at the PHA's main office. Several management employees have been recommended to attend.

Community Service Requirement Canceled

The Department of Housing and Urban Development (HUD) in FY 2002 reversed its position on the Community Service Rule. This policy was implemented in FY 2001. Our management staff identified 1,064 residents who were required to comply. Residents who were 18 years old or older, not in school, not in a self-sufficiency program or not working, were required to volunteer a minimum of eight hours per month at a non-profit agency. This had a major impact on management staff that was required to track the resident's compliance. Each management office maintained a volunteer log of hours worked by each resident. Management staff provided residents with time sheets to be completed and returned to the management office. Families who failed to comply with the requirement would not be allowed to renew their lease. HUD has eliminated this requirement. All references to the Community Service Rule have been removed from the PHA's Tenant Lease. We continue to encourage families to seek employment, and volunteer. Staff supports their efforts to achieve economic independence.

Flat Rents

Flat rents allow a family to choose between paying income-based rent, or a flat rent that is based on fair market rents. A total of 31 families qualified for a flat rent in FY 2001. In FY 2002 this number has decreased to 27 families.

In FY 2002 the Department of Housing and Urban Development has implemented it's new 50058 Family Data Reporting System. On a monthly basis the PHA is required to submit information on new leasings, vacates, family size, income information and more. The reports are uploaded to the PIC system.

The PIH Information Center (PIC) has a web site for all housing authorities. It allows housing authorities to compare their information to other housing authorities, and develop a national perspective.

Marketing Efforts

We continue to improve our marketing efforts, and have been successful in increasing our applicant pool. In FY 2002 we increased our new applications by 11%, increased our waiting list by 12% and have 3,179 pre-applications on file as of June 2002. Public speaking engagements at local community centers, participation in community events and advertising are all on-going efforts to improve our application intake. This year we have worked with the AmeriCorps program to improve the quality of their housing referrals. We are limiting participation to 26 units, and are offering only elderly efficiency units. To reduce a concentration of young people in a particular elderly development, participants are being placed in all elderly developments.

> "Chief Justice William H. Rehnquist wrote, 'The government, as a landlord, can control activities of its tenants.'"

The HUD approved occupancy rate in FY 2002 was 95%, and was achieved by management. In FY 2001 the HUD occupancy rate was 93%, and management only achieved 92% occupancy, which is 1% below goal. Housing Management's projected goal is 97% occupancy, which is then adjusted for modernization and marketability.

We are continually trying to improve our efforts to increase marketability of elderly developments. We have concentrated our marketing efforts to areas where we get results. Efficiency units have traditionally been hard to lease. In FY 2002, 39% of our waiting list is waiting for an efficiency unit. On the down side of occupancy are evictions. In FY 2002 management evicted 72 families from public housing. This is an increase of 12% (8 evictions) over last year's total. There has been a 350% increase in evictions since 1993 (16 evictions). The majority of evictions (55) this year has been for non-payment of rent. Managers do work with residents to avoid eviction, but it becomes necessary to evict families who continually violate our policies. As a last resort management evicts families to maintain integrity in our system by enforcing our lease. In most cases Rhode Island State Law allows a family an opportunity to "cure", which gives a family a second chance. Some eviction actions are not curable. HUD mandates housing authorities evict any family involved in drug activity. The PHA has a "One Strike" policy when it comes to residents involved in drug activity. The Supreme Court reversed a decision by the 9th U.S. Circuit Court of Appeals in favor of an elderly tenant (Oakland Housing Authority vs. Rucker) whose mentally disabled daughter was caught with cocaine three blocks away from where she shares a unit with her mother and family. Chief Justice William H. Rehnquist wrote, " The government, as a landlord, can control activities of its tenants. The 'One Strike' law, passed in 1988 amid complaints about crime in public housing, was Congress' response to drug problems."

Rent Collection

Management's rent collection goal in FY 2002 was to collect no less than 93% of each month's charges in the month the charge was due. Our goal was achieved, management collected 94% of charges in the month the charge was due. The remaining 6% uncollected is not lost. It is carried to the next month to be collected. Our average tenant rent continues to increase. In the past 10 years it has increased from $162.00 per month in FY 1993 to $201.00 in FY 2002. It has increased every year since FY 1995. Increases in resident incomes have contributed to the increase in our average rent. More families are working and participating in self-sufficiency programs. We expect

this trend to continue as families complete their programs and become successfully employed.

The tight housing market in the Greater Providence area has contributed to the increase in applications and occupancy at the PHA this year. We compete with thousands of subsidized, federally assisted, and privately owned units in our area, and must provide applicants and our residents with a competitive product.
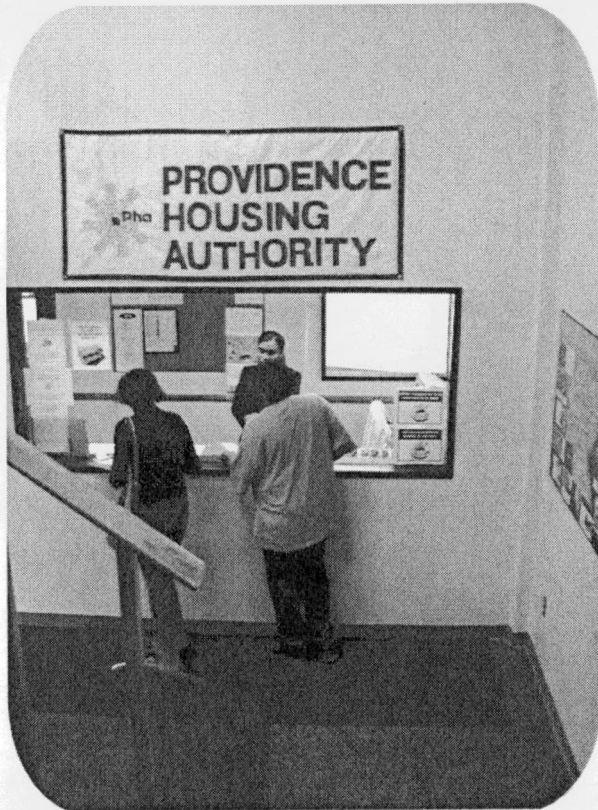
A resident selection employee assisting public housing applicants

RESIDENT SELECTION OFFICE
New Applications

As Figure 1 illustrates, a total of 1,385 new applications were received this year, an 11% increase from last year's 1,251 new applications. On October 18, 2000 the family waiting list was opened through a pre-applications process. As of June 30, 2002 there were 3,179 families on the pre-applicant waiting list. An additional 640 have been integrated to the active waiting list or withdrawn for failing to respond to appointment letters. The waiting list for the elderly/disabled units has remained open to all qualified applicants.

Figure 1. New Applications Received FY 2002
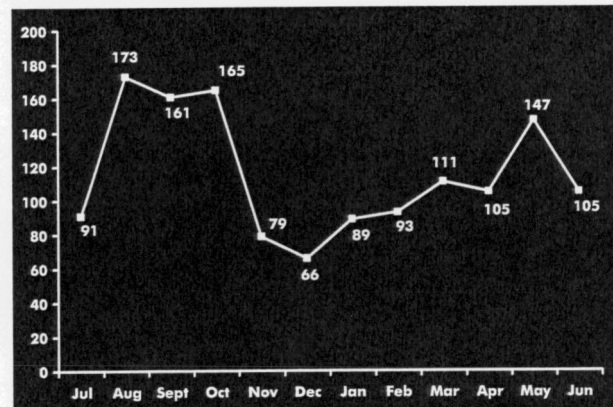
Figure 2. New Applications FY 1993 – FY 2002
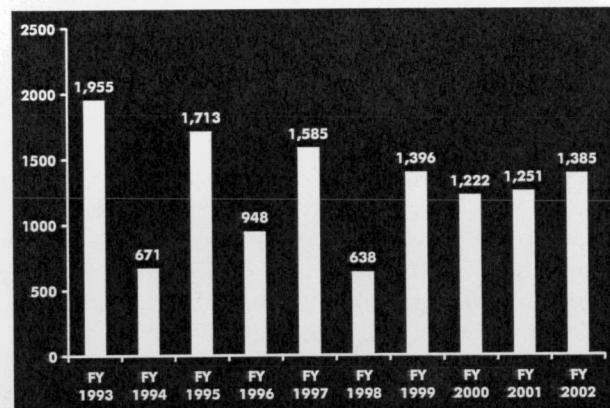
Waiting List

As of June 30, 2002, there were 679 individuals and families on the PHA's waiting list, a 12% increase from last year's total (607). Applicants for efficiencies and two-bedroom units make up 39% and 23% of the waiting list, respectively. Applicants waiting for one-bedroom units and three-bedroom units comprise 16%

and 12% of the waiting list. Nine percent of the applicants on the waiting list desire four-bedroom units and the remaining one percent are applying for five-bedroom units.

Figure 3. Waiting List by Number of Bedrooms FY 2002
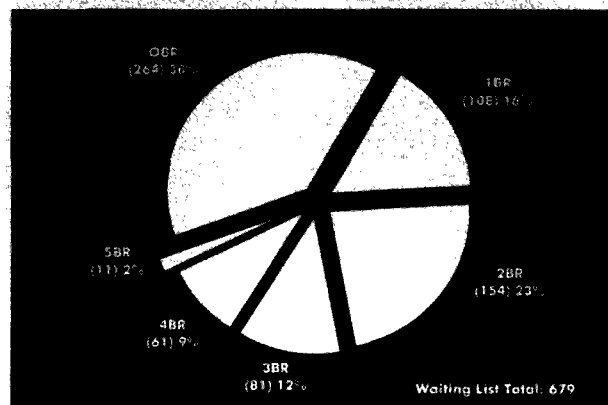
Figure 4. Waiting List by Number of Bedrooms F Y 1993 – FY 2002
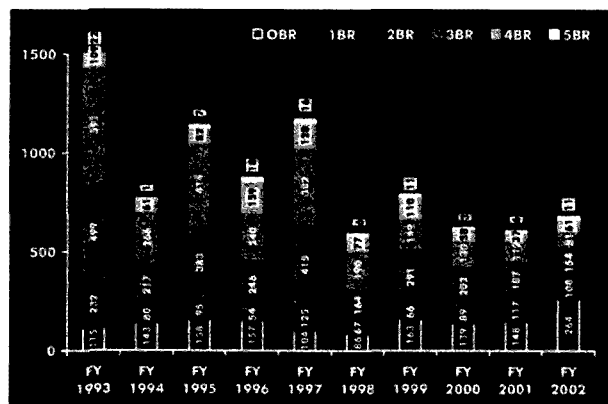
Families presently comprise 43% of the applicants on the public housing waiting list. Because the average wait is long (approximately one to two years), families tend not to refuse units and, once they are admitted, stay in public housing for a longer period of time. This decreases the number of vacant units, thus increasing the average wait for new applicants.

Elderly/disabled developments, on the other hand, tend to have a high turnover rate and thus a much shorter waiting period. An elderly/disabled person can be housed in a studio apartment within one month from the date of application.

Applicant Interviews

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

Procedures for rescheduling appointments, the annual update of the waiting list and applicants' awareness that once removed they can only reapply for the pre-application waiting list have all contributed to a more efficient system for processing applications.

The Resident Selection staff scheduled 2,260 interviews during FY 2002. This is a twenty percent increase from the 1,885 scheduled interviews in FY 2001. The staff conducted 1,173 interviews for prospective residents. An additional 1,087 (48%) applicants were scheduled but failed to appear. 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 2002
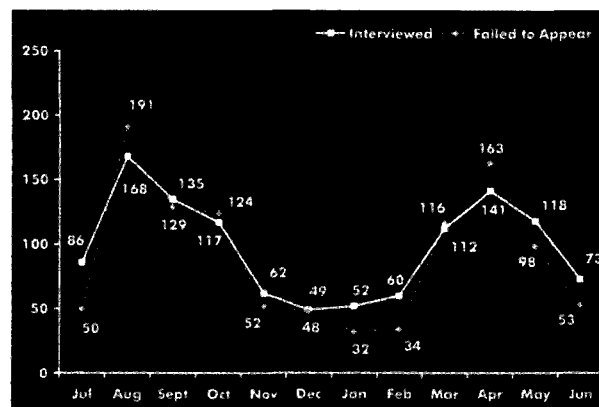
"Applicants with satisfactory landlord references, good housekeeping habits, and no criminal record are scheduled for a PHA office visit."

Figure 6. Interviews FY 1993 - FY 2002
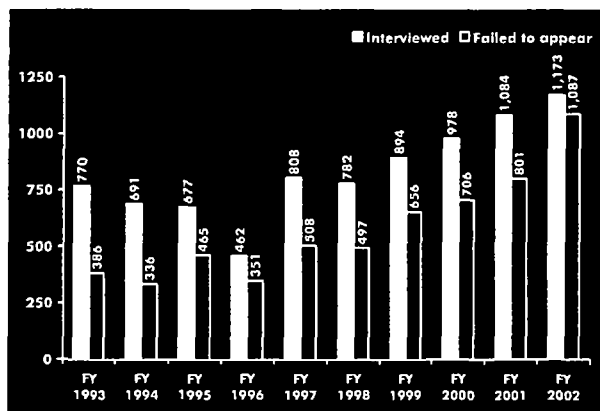
Home Visits

The PHA schedules home visits with applicant families with no prior criminal record. Applicants are notified by mail at least one week prior to the visit. During the visit, Resident Selection Office staff updates the family's application, evaluates its housekeeping habits, and speaks with its landlord to further determine family eligibility.
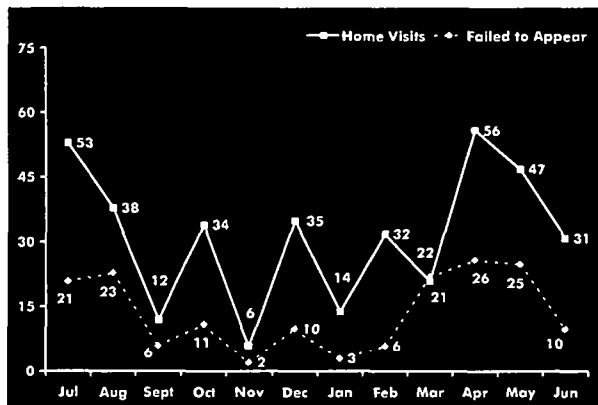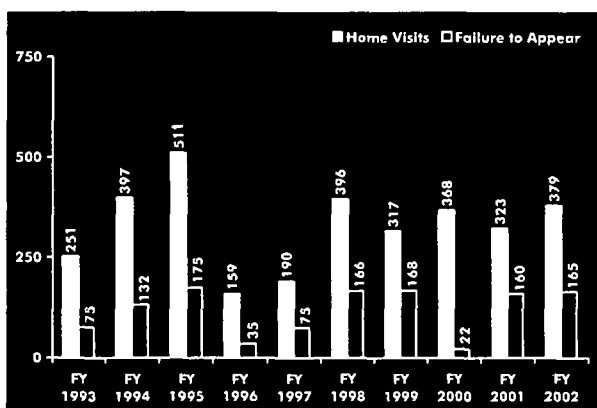
Figure 7. Home Visits FY 2002

Figure 8. Home Visits FY 1993 - FY 2002

In FY 2002, the Resident Selection Office scheduled 544 families for home visits, a 13% increase from last year's total of 483 scheduled home visits. Of the scheduled visits, 379 home visits were conducted and 165 (51%) 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 379 families visited, 59 (16%) were denied housing based on the housekeeping conditions observed during the home visit or the poor rental references received from previous and current landlords.

Passing the home visit is a mandatory requirement of the screening process. The home visitor looks for unsanitary and unsafe housekeeping habits with consideration given for any code violations that are beyond the applicant's control. If warranted the home visitor will ask for permission to take photographs of the unit. These photos are shown during the informal conference to demonstrate to the applicant the unsatisfactory housekeeping habits that resulted in their ineligibility for public housing. They are also shown to the grievance panel so the panel can visualize what the home visitor observed.

Rental references are sent to the owners of every address where the applicant has lived within the past 5-years. Although all applicants are asked to disclose their rental history, additional addresses are obtained from birth certificates and identification cards. When a poor reference is received any mitigating circumstances raised by the applicant are taken into consideration.

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 2002
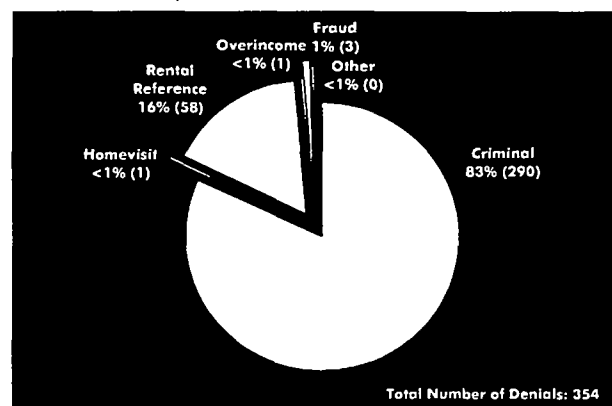
**Figure 10. Applicant Denials
FY 1993 - FY 2002**
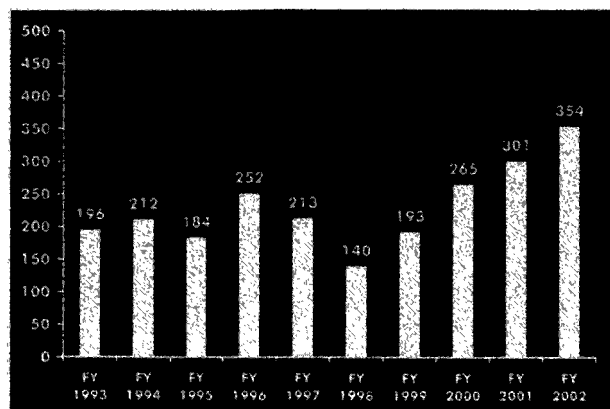
There were a total of 354 applicant denials in FY 2002, an 18% increase from lasts year's 301 denials. During FY 2002, the PHA denied housing to 290 applicants based on his/her criminal record, accounting for 82% of all denials. Unsatisfactory rental references are another reason for an applicant to be rejected. In FY 2002 16% (57) of the 354 denials were for poor rental references. An additional two 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 2002, the Resident Selection Manager conducted 129 informal conferences and reversed the initial determination of ineligibility in 15 instances (12%) 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 2002, 21 formal grievance hearings were held and the panel upheld the PHA's initial ruling in all but two cases.

**Figure 11. Formal Grievance Hearings
FY 2002**
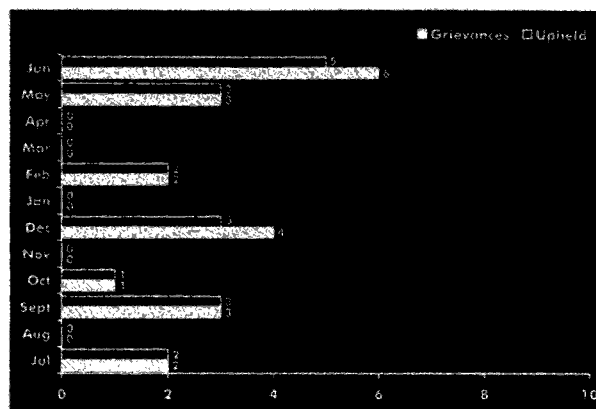
**Figure 12. Formal Grievance Hearings
FY 1993 - FY 2002**
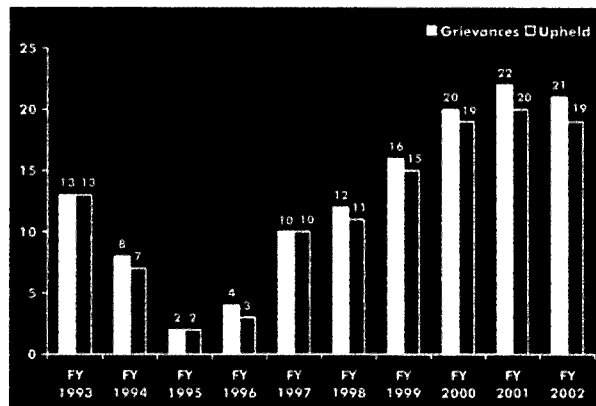
**Figure 13. Ineligibility Conferences
FY 2002**
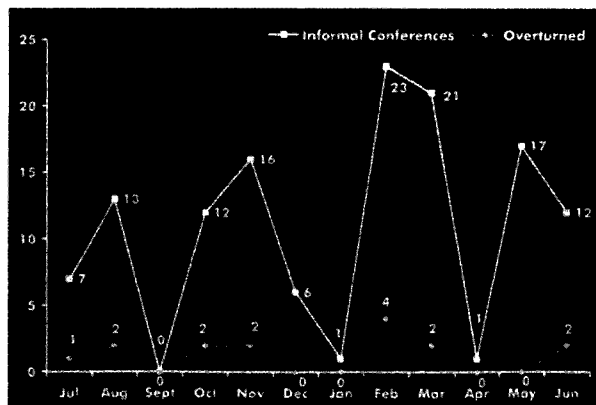
Figure 14. Ineligibility Conferences FY 1993 – FY 2002
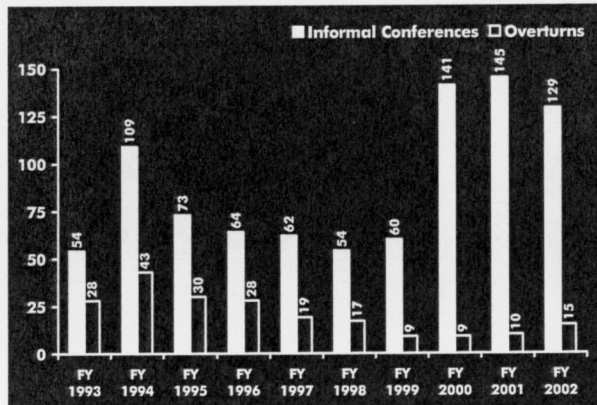

Preparation for Community Living

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

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.

In FY 2002, the PHA offered 627 units to applicants on the waiting list. Of this number, 446 (71%) families/individuals answered and accepted units and 181 (29%) did not respond or refused units. An additional 15 applicant folders were remitted to the developments and returned for various reasons.

Figure 15. Unit Offers: Accepted +Refused FY 2002
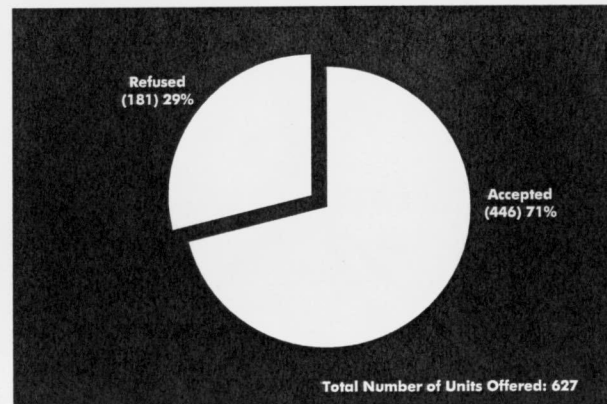
Figure 16. Unit Offers: Accepted + Refused FY 1993-2002
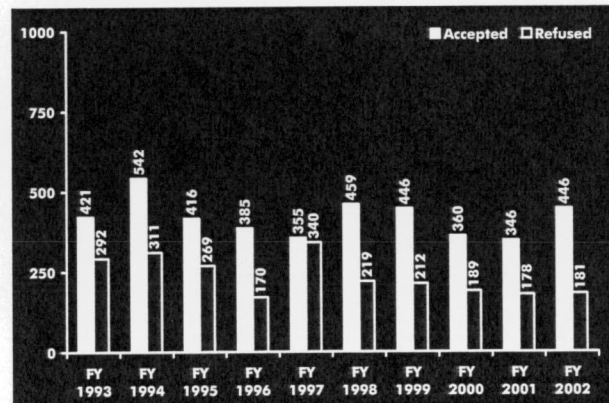
the reasons for the refusals on a monthly basis. The PHA uses this information to determine flaws in its marketing strategies and applicant screening process. Most applicants do not actually refuse units: rather they fail to respond to notification of apartment availability. Some applicants find other accommodations, lose interest, fail to show for leasing, or require larger units.
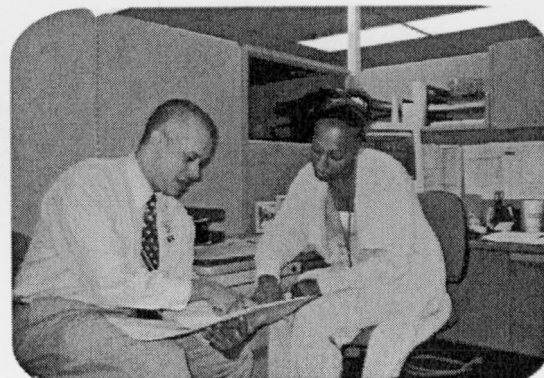

PHA Housing Management employees in an informal conference

Chart 17. Reasons for Unit Refusals
FY 2002
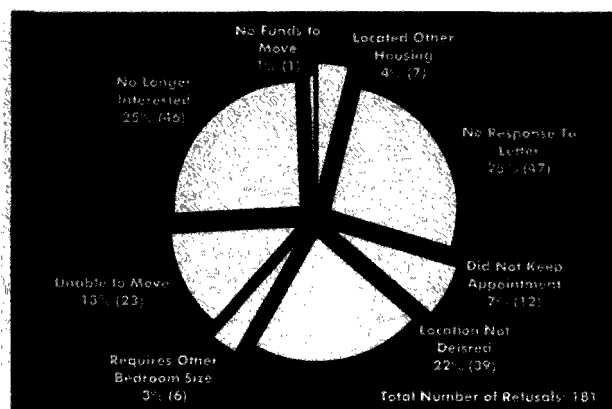
The primary reason for unit refusal is no response to notification of unit availability (26%), followed by lack of interest (25%) and location not desired (22%). Anyone refusing a unit is dropped to the bottom of the

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.

Chart 18. Unit Refusals FY 1993 – FY 2002
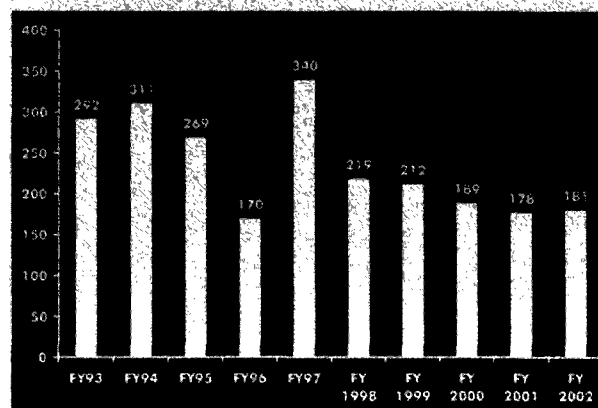
Table 1. Reasons For Refusals FY 1993 – FY 2002

	FY 1993	FY 1994	FY 1995	FY 1996	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001	FY 2002
Located Other Housing	20	18	13	7	9	7	10	8	13	7
No Response To Letter	94	79	96	48	76	64	76	60	52	47
Did Not Keep Appointment	45	39	17	8	19	11	5	11	8	12
Location Not Deisred	42	45	49	36	49	49	32	36	50	39
Requires Other Br. Size	10	32	29	10	24	7	7	7	12	6
Unable to Move	20	21	17	12	25	23	20	17	13	23
No Longer Interested	18	20	12	15	46	52	59	48	28	46
No Funds to Move	12	11	10	2	3	6	3	2	2	1
Other	31	46	26	32	89					
Total	**292**	**311**	**269**	**170**	**340**	**219**	**212**	**189**	**178**	**181**

The Carroll Tower management aide assisting a PHA resident

OCCUPANCY DATA

Our approved HUD occupancy rate in FY 2002 was 95%, and has only been that high one other year in the past 10 years (FY2000). The first three months of FY 2002 we failed to achieve our goal, but with a few adjustments our occupancy rate increased. We achieved our occupancy goal this fiscal year. Management continues to experienced problems leasing units in high crime areas. Police reports have been steady in the reporting of gunplay in our large

family developments. As an incentive to lease a unit in a high crime area management offers to waive the security deposit. This is offered only if a family first refuses the unit. Some hard to lease units are offered to applicants several times before finding a family to accept the unit. Crime also increases vacates and requests for transfer. The PHA has reduced the number of transfers being facilitated to help reduce vacancies. The Executive Director must approve all transfers. Our Section 8 program has increased vacancies in our public housing program as families are called to receive a voucher. Our Family Self Sufficiency (FSS), program leads to economic independence, but also increases transfers of residents. Our homeownership program is a positive step for a family, but also has moved families out of public housing.

Occupancy has improved in our elderly/disabled developments. Efficiency units are still a problem for the department, but our marketing efforts have had a positive impact on occupancy. Management is leasing efficiency units (maximum 26 units) to Americorps participants.
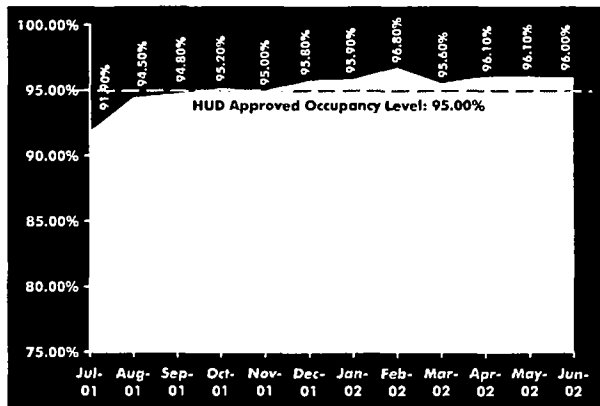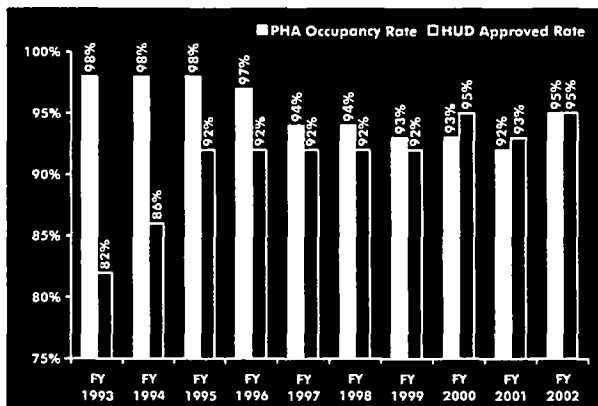
Figure 19. Lease Rate FY 2002

Figure 20. Occupancy Rate Compared to HUD Approved Level FY 1993 – FY 2002


Occupancy over the past 10 years has been consistent. In Figure 20, it illustrates that over the course of 10 fiscal years occupancy has not fluctuated more than 6%. The PHA has achieved the HUD approved occupancy rate eight of the past 10 years. In FY 2000 and 2001 we failed to achieve the HUD approved occupancy rate.

Rent Distribution

Annual family income is certified each year. Residents are given the opportunity to choose a flat rent or income based rent (30% of a family's annual adjusted income). If a family's income based rent is more than the flat rent for their bedroom size the family will typically 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 rents at the PHA range from zero dollars (with an exemption to the set minimum rent of twenty five dollars) to several hundred dollars per month. Rents in public housing include utilities.

Figure 21. Tenant Rent Ranges FY 2002
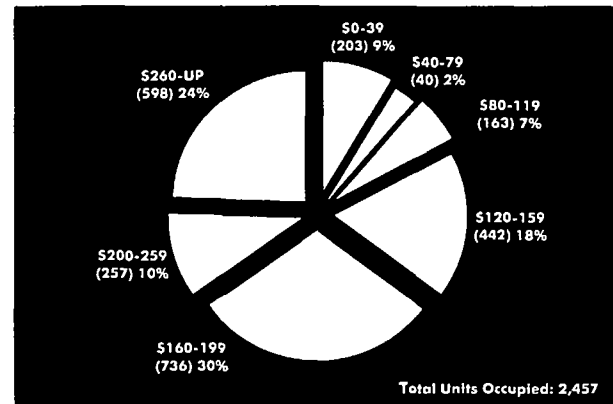
Our largest rent range increase this fiscal year was an additional 65 families paying $160.00 to $199.00 per month for rent. This is an increase of 9.6%. Rents over $260.00 per month increased by 8.9%. Our largest decrease in rents was in the $120.00 to $159.00 range. This range dropped by 29, which is a 6.1% decrease. Residents are working and participating in self-sufficiency programs. This has caused an increase in our average rent and an upward trend in our rent ranges. The Housing Management Department tracks income data. The information collected is used to improve our marketing efforts and attract families from different income ranges. Our only waiting list preference is to house working families in one out of four new admissions. This happens naturally with more families with working members applying for public housing.

**Figure 22. Average Tenant Rent
FY 1993 - FY 2002**
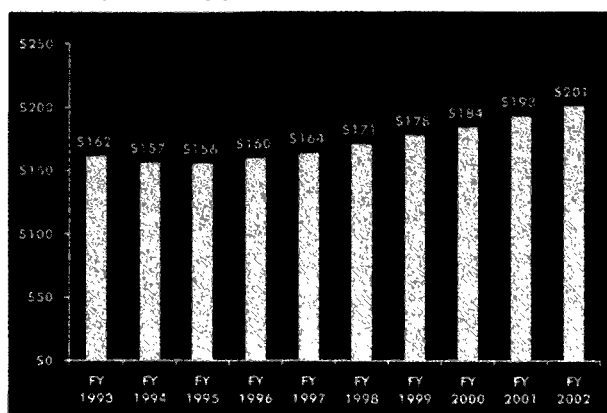
Families who pay between $0 and $39 per month in rent have increased this fiscal year. Over the past year we have had a 3.9% increase in the number of families in this rent range. This is due to an increase in the sample size (an additional 117 leased units). The actual increase in this rent category is only eight families. Housing managers are monitoring families who declare no income.

**Table 2. Rent Distribution
FY 1993 - FY 2002**

Year	Number of Residents Paying 05 - 395	Percent Change from Previous Year	Number of Residents Paying 2605 +	Percent Change from Previous Year
FY 1993	123	N/A	241	N/A
FY 1994	281	128. %	266	10.3%
FY 1995	310	10.3%	286	7.5%
FY 1996	309	.3%	287	0.3%
FY 1997	292	-5.5%	347	12.9%
FY 1998	272	6.9%	397	12.5%
FY 1999	291	7.0%	466	14.8%
FY 2000	228	-3.0%	491	5.0%
FY 2001	203	-10.9%	543	9.5%
FY 2002	211	3.9%	598	10.1%

Unit Turn-arounds

In the Housing Management Department our goal is to achieve a unit turnaround time of 10 days or less. This is important because for every day a unit remains vacant the PHA does not receive rent. Unit turnaround time is broken down into three components, down

days, make ready days and lease up days. Management is responsible for make ready and lease up days. Make ready days are the days between the time a unit is vacated to the time it is given to Facilities Management to prepare the unit for leasing. Lease up days start when Facilities Management returns the unit to management to the day the unit is leased.

In FY 2002 Housing Management's average unit turnaround time is 19.5 days.

Table 3. Unit Turn-around FY 2002

	Facilities Management	Housing Management	Total Days
Jul-01	34.8	21.9	56.7
Aug-01	51.3	19.6	70.9
Sep-01	30.2	12.4	42.6
Oct-01	44.2	42.4	86.6
Nov-01	39.6	18.7	58.3
Dec-01	31.6	21.5	53.1
Jan-02	34.7	14.9	49.6
Feb-02	18.8	17.9	37.7
Mar-02	23.6	18	41.6
Apr-02	24.6	20.4	45
May-02	21.8	14	35.8
Jun-02	28.9	9.9	38.8
Total	**31.4**	**19.5**	**50.9**

RENT COLLECTIONS

In FY 2002 the Housing Management Department collected 98% of all rents charged. This is above the collection rate reached last year (95%), and above our current collections goal of not less than 93% collected overall. In our family developments the rent collection goal is 92%. In the elderly/disabled developments the collection goal is 94%. These goals are monitored in our Goals Management Plan (GMP). The Director of Housing Management also reviews management goals with staff during office audits.

Figure 23. Rent Collection Rates
FY 1993 – FY 2002
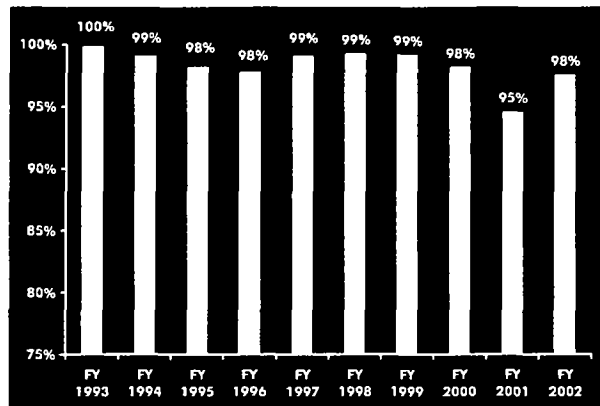
MANAGEMENT ACTION
Evictions

In FY 2002 72 families were evicted from public housing. This is an increase of 12% (8 evictions) over last year's total, but it is a 350% increase since 1993(16 evictions). A total of four evictions this year were for drug-related offenses, which fall under the PHA's "One-Strike" policy. The majority of evictions (55) were for non-payment of rent. Managers do work with residents to avoid eviction. Rhode Island State Law allows a family to pay rent late only once in a running 12 month period. On the second offense the landlord can refuse the rent and opt to evict the family. Legal notices must still be filed with the court and the judge will make the final determination.
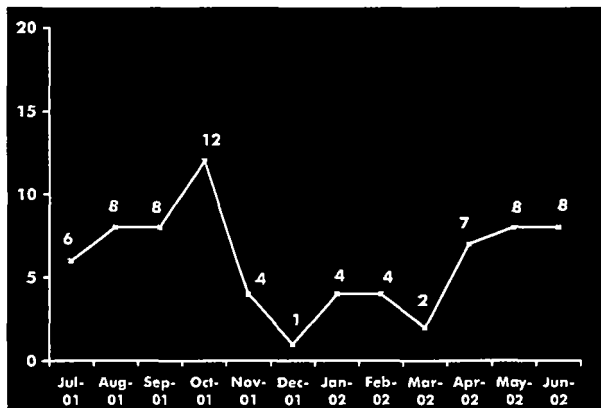
Figure 24. Evictions FY 2002

Figure 25. Evictions FY 1993 – FY 2002
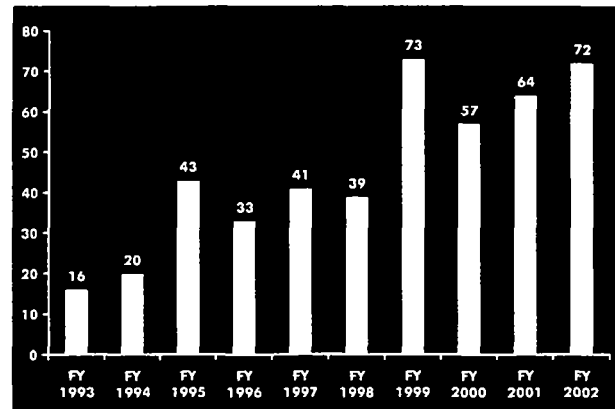
Figure 26. Reasons for Eviction FY 2002
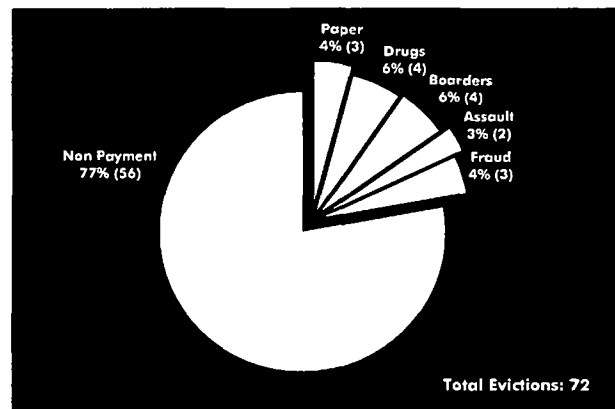
Eviction Actions

If a manager determines a tenant is in non-compliance with their lease the manager sets up a meeting with the tenant. This gives the tenant an opportunity to explain their circumstances and hopefully avoid eviction. This meeting gives the manager a chance to express the importance of paying rent on time or explain the section of the lease the tenant is violating. **Each time a violation letter is sent it is considered an eviction action.** At the meeting the manager must determine if the tenant will be allowed to pay, if the issue is rent. The manager will determine if the tenant will incur a late charge and/or pay legal fees. The manager must determine if they will proceed with legal action. The manager considers if there was a family emergency, or other reason the family failed to comply with their lease. The solution may be to enter into a rental agreement (one per year) with the family, issue a warning, or proceed with court action. In court the tenant would have an opportunity to plead their case to a judge.

If the manager determines the lease non-compliance notice is in error it is documented. An example of this would be the management office receiving a complaint from a neighbor stating the family in question has a person not listed on the lease living in the unit. After the manager investigates and meets with the resident it is determined the person in question was just visiting.

When the tenant's response satisfies the manager, there will be no further action. It is important to determine the validity of the lease violation because it will determine what action the manager will take if another violation occurs. The family could be taken to court or given another warning. The non-compliance letter is filed for future reference in the resident's file. If the resident receives two non-compliances within a six-month period the PHA will proceed with court action. If the family only receives one non-compliance in six months the PHA must give the family an opportunity to "cure", unless it is a non-curable offense, drug-dealing assault, murder etc.... Cure means to stop the eviction action. If we proceed with the action in court the PHA is suing for possession of the unit and damages. Management will, when ordered by the court or in the best interest of the PHA, enter into a court ordered stipulation. This is a written agreement ordered by the court. A defendant's failure to comply with a court ordered stipulation would result in the court issuing a judgment in the PHA's favor.

The PHA staff makes every effort to prevent evictions through counseling; only the serious cases result in a physical eviction. Eviction information is forwarded to our Resident Selection Office. Applicants with a public housing eviction record are automatically denied readmission for one year, and for drugs three years. Any monies owed to the PHA must be paid before the family can be considered for housing. If a family is denied they are entitled to an informal hearing and a formal grievance

Table 4. Evictions FY 2002

Eviction Type	Number
Actual Court Judgment Without Truck	40
Actual Court Judgment With Truck	21
On Eviction, Vacated Without Court	11
Total	72

Table 5. Drug Related Evictions FY 1997 - FY 2002

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

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

Drug related evictions remained the same as last year. Only 1% of our total evictions were for drug related reasons. In FY 1997 they were 7% of our evictions, in FY 1998, 13%, in FY 1999, 10%, in FY 2000, they decreased to 5%, in FY 2001 and FY 2002 drug related evictions were only 1% of our total evictions. Our "One Strike" policy has had an impact on the numbers of families being evicted for drug related activity. Management does work with families who have a family member involved in a drug activity. We allow the family to remain in a unit if the family removes the household member identified as a drug violator. This year the Supreme Court up-held HUD's "One Strike" policy and enforcement of evicting families because of a family member involved in drug activity.

MANAGEMENT FUNCTIONS

Management Conferences

Meetings are held in all PHA management offices on a day-to-day basis to discuss problems, receive and provide information, or handle the day-to-day operations of a housing development. Processing recertifications of family income and issuing vehicle parking stickers are just a few of the reasons families interact with PHA staff. These meetings are called "Management Conferences", and are tracked by site staff to determine the volume of traffic in a management office. Housing Management Staff conducted 31,412 management conferences in FY 2002, compared to 32,540 in FY 2001. Management

conferences peaked in FY 1997 at 48,261 and have continued to decline each year since then. This year management conferences are at the lowest number of meetings held of the past 10 years.

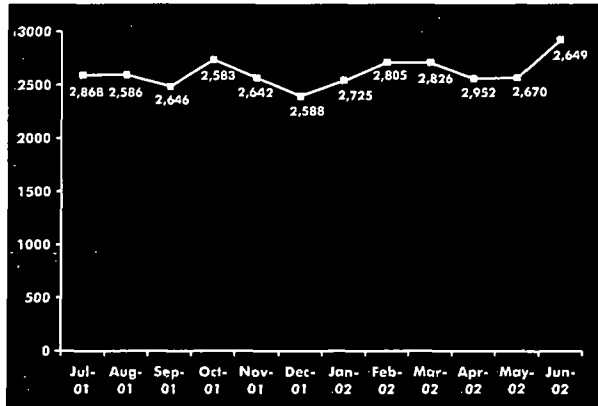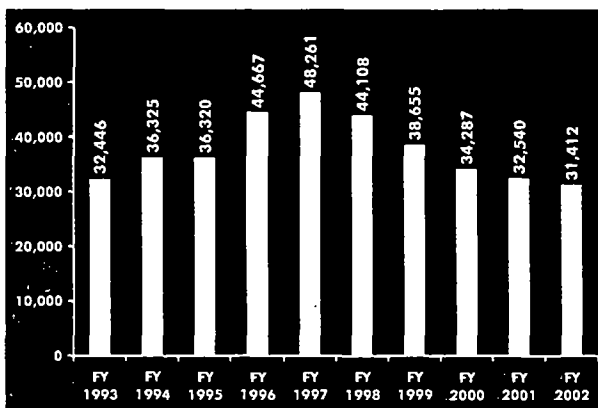### Figure 27. Management Conferences FY 2002

Figure 28. Management Conferences FY 1993 – FY 2002

Vehicles Tagged / Towed

In FY 2002 PHA management issued new parking stickers to all residents with an authorized vehicles. In our family developments families are authorized up to two passes and in our elderly developments only one pass per family is issued. A vehicle must be registered to a resident currently on the lease to qualify for a PHA parking pass. Some residents attempt to obtain a parking pass for vehicles not registered to them. The reasons range from the vehicle is borrowed to it is registered to a relative to save the cost of insurance. Management offices can issue a family a temporary visitor's pass. A visitor's pass is a temporary permit issued to guests by a management office to help control the flow of vehicles in the parking areas. Permanent parking passes are issued to each PHA development.

The parking passes are color coded with a two letter alphabetical prefix to identify the issuing development. A numerical sequence identifies the resident issued the sticker. The PHA does designate parking spaces for handicapped/disabled residents, but does not assign parking at any development. Residents would then expect management to resolve issues when someone parks in their parking space.

Figure 29. Vehicles Tagged + Towed FY 2002
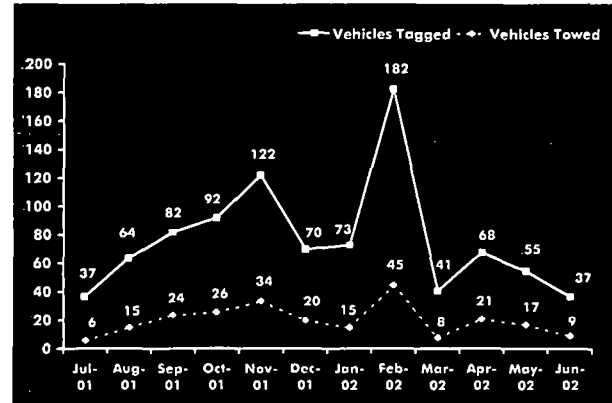
Figure 30. Vehicles Tagged / Towed FY 1993 – FY 2002
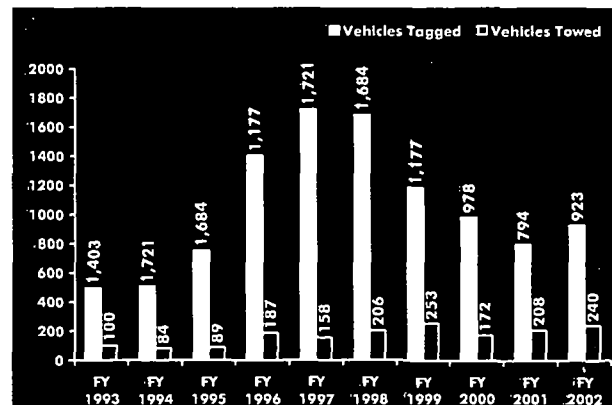
Development Managers and Police identify vehicles in need of towing. Both work to prevent illegal parking. In FY 2002 a total of 923 vehicles were tagged and 240 towed. In FY 2001, 794 vehicles were tagged and 208 towed. In FY 2000, 978 vehicles were tagged and 172 were towed. In FY 1999, 1,177 vehicles were tagged and 253 were towed from our property. During FY 1998, 1,684 vehicles were tagged and 206 vehicles were towed. Since FY 1993 towing of vehicles from PHA property has increased 140%.
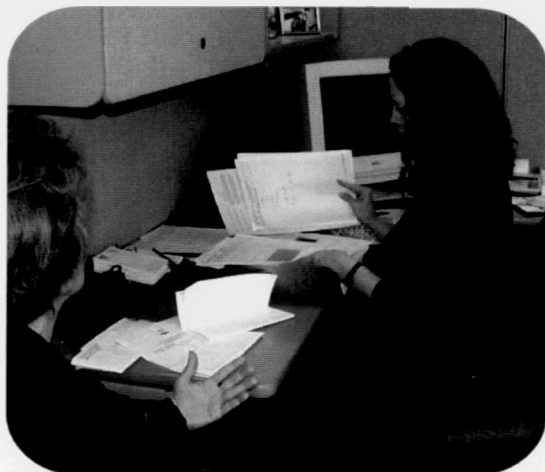
A Leased Housing program representative assisting a client in moving

DIRECTOR'S SUMMARY

The 15 staff members of the Department of Leased Housing are responsible for the daily administration of the Providence Housing Authority's Section 8 Rental Assistance Programs. The total number of subsidies administered (including transfers) reached 3,055 during this fiscal year. The Director of Leased Housing supervises the department. The assisting staff includes a Senior Program Representative, three Program Representatives II, four Program Representatives, one Application Specialist, three Housing Inspectors, one Computer Operator, and one Clerk Typist. The Fraud Investigator formerly included in this department now reports to Security.

The staff has an average of 11.5 years experience within the Providence Housing Authority and an average of seven years within the department. Only three employees (20%) have worked exclusively in the Leased Housing Department. The other 12 (80%) have been employed in Housing Management, Facilities Management or Security. The staff must communicate on a daily basis with applicants, participants, property owners, agents, other housing authorities and social service agencies.

The Leased Housing Department assists 2,795 participating families, 260 transfers from other cities, 440 families on the waiting list and 2,168 on the pre-application list. The Section 8 program, which provides rental assistance to low-income and very-low-income families, consists of four smaller programs:

- Existing Certificates (116 units)
- Housing Choice Vouchers (1,993 units)
- Moderate Rehabilitation (306 units)
- 11-B Developments (380 units)

The total number of subsidies allocated to the agency by HUD increased by 209 vouchers this year. These vouchers were issued for use by families residing at Lockwood Plaza at the time of the sale of the development.

During 1999, federal regulations were changed which resulted in a shift making the Housing Choice Voucher Program the largest program. Vouchers are classified as tenant-based assistance and are issued to eligible families from the waiting list. These subsidies travel with the family as they move to various locations within the United States and its territories.

More than a thousand certificates went through the merging process except the 116 families in the Project Based (site based) Program. These units were "grand fathered" to remain under the Certificate regulations as stipulated in their contracts.

The Moderate Rehabilitation and Substantial Rehabilitation (11-B) programs are also site-based assistance; i.e., families are assisted only while living in a particular unit with the subsidy. These two programs comprise 25% of all subsidies.

Three special programs funded through the Certificate and Moderate Rehabilitation Programs are Family Self-Sufficiency (FSS), Project Based Assistance (PBA), and Single Room Occupancy (SRO). FSS combines rental assistance with job training to encourage economic self-sufficiency among residents. Twenty-eight certificates are designated for participants in this program. Most of the original participants completed the five-year program during the last three fiscal years; therefore, the staff of both the Department of Rental Housing and the Department of Special Projects continue to make attempts each month to outreach to new families during orientation sessions, leasing, and

recertification appointments. These efforts have resulted in 10 new families enrolled in the program during this fiscal year. PBA units are site specific and are intended to create additional rental units; the subsidy remains with the unit. SRO units are low-service one-room apartments designed as transitory residences for low-income individuals.

Table 1. Special Programs FY 2002

Program	Contracted	Leased	Funding Source
Family Self Sufficiency	27	22	Certificates
Project Based Assistance	116	115	Certificates
Single Room Occupancy	181	166	Moderate Rehabilitation

RENTAL SURVEY

The rental survey is a tool used to assist the department in assuring that rents are reasonable taking into consideration location, size, type and condition of the unit. It is also used to determine how high the Payment Standard must be set. Since the family's portion is capped at 40% of its adjusted income, the Payment Standard must be high enough so that reasonable units are affordable.

Presently, the Payment Standard is set at 110% of the Fair Market Rent (FMR) for most of the city and 120% for units on the East Side. These are the maximum limits allowed by HUD. From the inception of the Section 8 Program until March 2000, the Payment Standard was at 90% of the FMR. Due to rising housing costs, the Payment Standard was increased to 100%, 106% and finally to 110%.

The rental survey was conducted annually by the Office of Planning and Policy; however, in order to keep up with the rapid increases in a very tight rental market, the rent survey is now updated quarterly.

PORTABILITY

As of October 2, 1995, federal regulations gave all tenant-based subsidies the ability to move to other cities, states, and U.S. territories. This change added numerous administrative burdens such as monthly billing, absorbing, tracking and coordinating moves with other housing authorities. Portability impacted the program heavily -- resulting in a net loss of

61 families during fiscal year 1994. More families transferred out of the city than moved into Providence through FY1998. If this trend continued, a serious erosion of our administrative fee income would be at stake. Since FY 1999, however, there has been a consistent increase. During FY 2002, the department provided services to 260 transfers for which the agency earns additional administrative fees. The net increase equaled 141 subsidies. This change can be attributed to the tighter rental market throughout the state. Although Providence is also experiencing the tight market, it has the largest market for rental units.

This fiscal year, 349 new families transferred into the city to find housing. Many of these families were absorbed into our program to increase the budget utilization rate. Three families transferred out of Providence this year and many who had moved to other locations several years ago were absorbed into the receiving housing authority's program thus improving their utilization rates. While the increased practice by other housing authorities of absorbing families moving into their jurisdiction eliminates the burden of billing for them, it is a burden to the initial housing authority due to the constant turnover of subsidies that must be re-leased. Of those applicants who just received a voucher this fiscal year, only two families (<1 %) moved to another city.

Table 2. Voucher Portability FY 2002

Program	Incoming	Outgoing	Net Effect
Certificates	N/A	N/A	+N/A
Vouchers	260	119	+141
Total	**260**	**119**	**+141**

"During FY 2002, the department provided services to 260 transfers for which the agency earns additional administrative fees."

Table 3. Voucher and Certificate Portability FY 1993-FY 2002

Fiscal Year	Incoming Portability		Outgoing Portability		Net Effect
	Certificates	Vouchers	Certificates	Vouchers	
FY 1993	N/A				
FY 1994	150	0	211	0	-61
FY 1995	177	0	216	0	-56
FY 1996	230	0	242	0	-12
FY 1997	250	0	280	0	-30
FY 1998	194	56	147	131	-28
FY 1999	164	51	86	99	+30
FY 2000	132	116	62	85	+101
FY 2001	N/A	301	N/A	136	+165
FY 2002	N/A	260	N/A	119	+141

SINGLE ROOM OCCUPANCY (SRO)

Moderate Rehabilitation funds are used to subsidize a total of 181 units as Single Room Occupancy (SRO). The YMCA Tower located on Broad Street has been operational since 1990 and Advent House located in the West End neighborhood since 1994. Four years ago, residents began leasing units at the Advent Apartments (located in the Federal Hill neighborhood). These developments, at times, have high vacancies due to the transient nature of its tenants; there are five vacant units at each development at the present time.

Table 4. SRO Projects FY 2002

Development	Number of Units	Status
YMCA Tower	90	Complete / Operational
Advent House	34	Complete / Operational
Advent-Gemini Apartments	57	Complete / Operational
Total	**181**	

PROJECT BASED ASSISTANCE

Federal regulations allow housing authorities to set aside a maximum of 15% of its Section 8 Existing Certificates as a Project Based Assistance Program. At the beginning of FY 2000, the PHA supported several small projects with Project Based assistance for a total of 51 units. In August 1999, a public notice was posted for proposals from owners to upgrade the property and receive Project Based assistance for their tenants. Since that time, 65 additional units have been rehabilitated and leased at Elmwood Commons and Arbor Glen. Twenty-five additional units have been allocated to Arbor Glen and are presently in the rehabilitation phase. Two smaller developments (9 units) are pending the availability of vacant subsidies.

Table 5. PBA Projects FY 2002

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	35	Complete / Operational
	25	Under Rehabilitation
Total	**116**	

WAITING LIST

During the past ten years, the waiting list for Section 8 assistance has been open only once: October 2, 1998. At that time, pre-applications were distributed at the Roger Williams Park Casino. Although 4,000 pre-applications were distributed, only 3,345 pre-applications were completed and returned by mail within the two-week deadline. Rank was determined at random. 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 2002, 1,279 pre-applicants have moved to the waiting list. As indicated in the chart below, the greatest demand (in descending order of need) is: 193 two-bedroom units (44%), 157 three-bedroom units (36%), 45 one-bedroom units (10%), 33 four-bedroom units (7%) and 12 five-bedroom units (3%).

Figure 1. Waiting List by Bedroom Size FY 2002
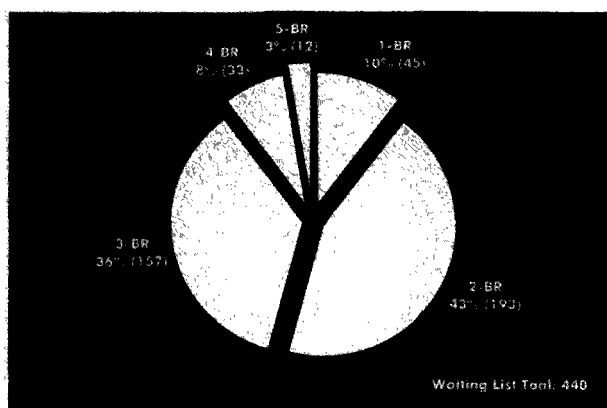
INTERVIEWS CONDUCTED

During the interview process, the Application Specialist verifies family composition, household income, and qualifications for any deductions. During this fiscal year, 149 families were interviewed. Since there were no new allocations with the exception of thirteen (13) additional vouchers not used by Lockwood Plaza, vouchers were issued only when subsidies were turned over through absorption, eviction, etc. (see Table 9 - Reasons for Termination)

SCREENING

The Rental Housing staff processed 388 applications to verify eligibility this fiscal year. Of those .families, 156 successfully completed the process and 76 (51%) have already received a voucher. The average time for voucher holders to find a suitable unit was 76 days (2.5 months) during the last quarter of the fiscal year. This average has continued to rise for the past two years. For this reason, the departmental policy changed to allow for another extension to move. The tightening of the rental market, changes in lead paint regulations, families who do not want to remain in their current unit after receiving a voucher, and emphasis during briefings on what to look for in a unit have all impacted the time spent searching for an appropriate unit.

During the screening process for those on the waiting list, 36 families (24%) of the 149 families interviewed were classified as ineligible. Ten families (28%) had an annual income in excess of the HUD-approved limits and 26 (32%) had recent criminal activity. This year the screening process had taken longer since anyone with an out of state record must be fingerprinted and wait 6-8 weeks for the results to be returned from the FBI. The percentage of ineligible families has

remained consistent for several years. Each family denied for cause has the right to request a hearing. Twenty (20) families (56%) took advantage of this opportunity and after the informal hearing with the Department Director, nine (45%) decision was reversed upon receipt of additional documentation.

An additional 209 applicants (24% of those processed) were removed from the list because they either received a letter to which they failed to respond, or moved without a forwarding address.

The staff also conducted screening for the families residing a Lockwood Plaza at the time of the sale of the property. While 209 vouchers were received, only 197 families were living there at that time. All families completed the same screening process: a check for back rent owed to the PHA, criminal background check, and determination of income eligibility. Less than two percent (2%) of the families were denied assistance: two for criminal activity and one over income.

Table 6. Applicant Screening in FY 2002

Total Applicants Processed	Total Vouchers Issued	Ineligible Applicants
485*	337**	39***

* Of this total, 197 were at Lockwood Plaza.
** Of this total, 194 were at Lockwood Plaza
*** Of this total, 3 were at Lockwood Plaza

TURNOVERS

Turnover Rate

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

The average monthly rate of subsidy turnovers has increased from 1.1% to 2.2% overall during FY 2002. Although there has been an increase, this percentage is more reflective of previous years. The annual rates by program were 9.6% for Certificates/Vouchers and 46% for Moderate Rehabilitation. This represents a 2.4% and a 14% decrease respectively from FY 2001. Families appear to be more compliant with program requirements.

Table 7. Turnover Rate FY 2002

Month	Certificates	Vouchers	Moderate Rehabilitation
July 2001	2.6%	0.8%	3.6%
August 2001	2.6%	0.9%	5.8%
September 2001	2.6%	0.8%	2.3%
October 2001	3.4%	0.9%	4.2%
November 2001	5.2%	0.5%	2.3%
December 2001	0.9%	0.5%	3.9%
January 2002	0.9%	1.1%	3.3%
February 2002	2.6%	0.7%	3.6%
March 2002	1.7%	0.8%	4.9%
April 2002	0.9%	0.6%	2.6%
May 2002	1.7%	0.3%	5.9%
June 2002	0.0%	0.5%	3.3%
Total	**2.09%**	**0.70%**	**3.81%**

Figure 2. Turnover Rate FY 2002
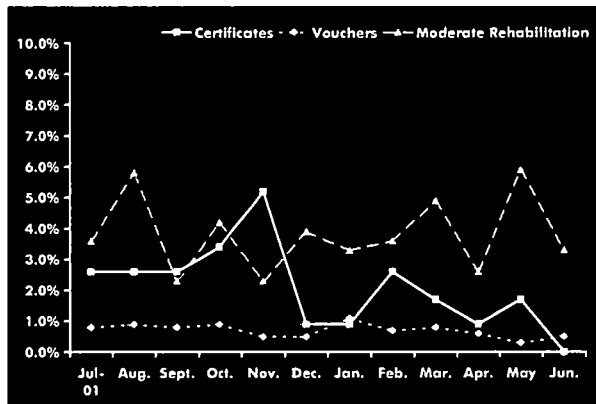
Figure 3. Turnover Rate FY 1995 - FY 2002
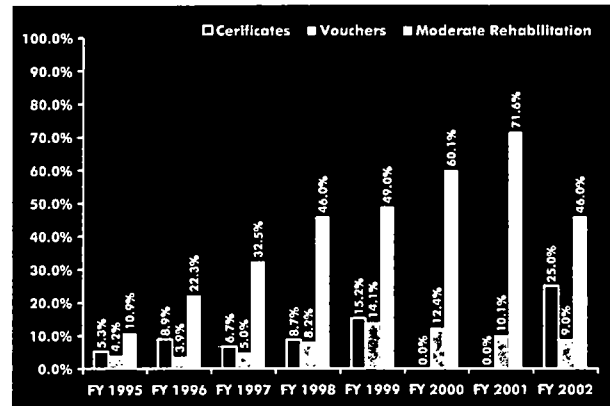
Data for the Moderate Rehab. Program during FY 1993 and 1994 is not available. During that period of time, the rate for the Certificates and Vouchers were combined; 8.8% in FY1993 and 11.5% in FY1994.

While the combined turnover rate for the Certificate/Voucher program decreased 2.4%, it is interesting to note that the rate for Vouchers only (tenant based assistance) is very low at less than one percent (< 1%). The majority of these turnovers, however, are not loss of assistance but rather those absorbed by other housing authorities.

Both site based assistance programs (the Certificate and the Moderate Rehabilitation Program) produced a 2.09% and 46% turnover rate respectively. As noted in Figure 3, the Moderate Rehabilitation Program has historically exhibited a much higher turnover than other programs. This is due to four major factors: individuals in both programs who finally reached the top of the Voucher Waiting List and chose tenant based rather than site based assistance, the transitory nature of those living in SRO units, a 200% increase in the number of SRO unit built (this encourages movement among the developments by participants), and contracts expiring after 15 years (families are then given vouchers and move to that program).
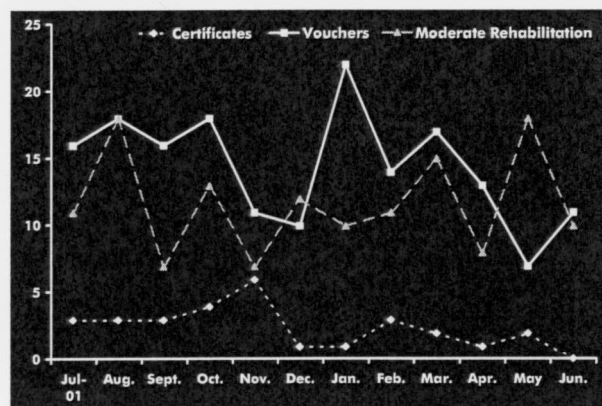
"While 28 (14%) of the terminations were due to failure to abide by program rules, this reflects only 2% of all participants in the tenant-based programs."

Department of Leased Housing employees at a PHA training seminar

Table 8. Unit Turnovers FY 2002

Month	Certificates / Vouchers	Moderate Rehabilitation	Total
July 2001	19	11	**30**
August 2001	21	18	**39**
September 2001	19	7	**26**
October 2001	22	13	**35**
November 2001	17	7	**24**
December 2001	11	12	**23**
January 2002	23	10	**33**
February 2002	17	11	**28**
March 2002	19	15	**34**
April 2002	14	8	**22**
May 2002	9	18	**27**
June 2002	11	10	**21**
Total	**192**	**238**	**430**

Figure 4. Unit Turnovers FY 2002

Reasons for Turnover

During FY 2002, 202 families were terminated from participation in the program. For some participants the turnover was voluntary. Others found that they were terminated for failure to comply with their family obligations. This year eighty-six percent (86%) of the participants voluntarily relinquished the rental assistance. Of these 12 bought property (5%), 7 became over income (3%), 9 now reside in a nursing home or are deceased (3%), and 31 for other reasons (13%).

While 28 (14%) of the terminations were due to failure to abide by program rules, this reflects only 2% of all participants in the tenant-based programs. It is, however, in direct contrast to compliance in 1998 during which time 69 (42%) of all terminations were due to failure to abide by program rules.

The reasons for loss of assistance during FY2002 are: 11 vacated without notice (5%), 9 failed to recertify (4%), and 17 (8%) were evicted for cause or non-payment of rent. No one was terminated this year for failing to repay damage claims or committing fraud as in previous years; however, there was a five percent (5%) increase in the amount of tenants evicted for cause or non-payment.

Seventy-one families (35%) whose subsidy turned over actually did not lose their rental assistance. They were removed from the PHA's program due to absorption by another housing authority. While the family continues to receive assistance from the other housing authority, the initial housing authority suddenly has an unused voucher that must be issued quickly to someone from the waiting list. This practice continues to impact the Leased Housing Department's turnover rate, lease rate and workload. Since 1998, 433 families have been absorbed reflecting a 21% turnover of the PHA's total units.

Table 9 - Reasons for Turnover FY 2002

Month	No Notice	Increased Income	No Recertification	Unpaid Balance	Owns Property	No Interest	Absorbed	Deceased / Nursing	Drugs	Fraud	Evicted	Other
7/01	1	2	1	0	0	2	11	0	0	0	2	1
8/01	1	1	1	0	2	5	6	2	0	0	0	3
9/01	1	1	1	0	2	1	8	0	0	0	1	4
10/01	1	2	0	0	0	2	8	0	0	0	4	5
11/01	0	0	0	0	1	3	11	1	1	0	0	0
12/01	3	0	0	0	0	0	5	0	0	0	0	3
1/02	1	4	1	0	1	1	7	2	0	0	2	4
2/02	1	1	1	0	1	1	4	1	0	0	1	6
3/02	1	2	3	0	2	1	4	2	0	0	2	2
4/02	1	0	1	0	0	1	2	2	0	0	2	4
5/02	0	0	0	0	2	2	4	1	0	0	1	0
6/02	0	1	0	0	1	3	1	0	0	0	2	3
Total	11	14	9	0	11	22	71	11	1	0	17	35

LEASES EXECUTED

During FY 2002, the Department of Rental Housing executed 1,158 leases including 188 families from Lockwood Plaza. New leases are divided into two categories: initial leases and new at recertification. Families leasing for the first time in the program from the waiting list or transfers generate initial leases. New leases at recertification (118) are families who remained in the unit but were mandated to convert from the Certificate to Housing Choice Voucher Program. Complete leasing packets and contracts were required to be re-signed for these participants. For the past three years, the percentage of initial leases (66%) has remained higher than the number of moves which is a positive effect on the program.

The 390 leases considered "moves" are participants who have remained in the same unit for at least a one-year period and now want to move to another unit. The move rate of 18% during FY 2002 decreased 6% from the last two fiscal years. A lower move rate is a positive indicator for the program in that families have become more stable and satisfied with their apartments; however, at the same time, many families must stay in place because they cannot locate another unit in this tight rental market. Figure 5 divides all executed leases during this fiscal year into 580 new leases and 390 moves by month. Figure 6 illustrates

that during FY1993-1996, more families were remaining on the program and more units were available. At that time, the move rate was higher. Beginning in 1997, families were required to meet their family obligations. Failure to do so resulted in loss of assistance. This, along with more transfers, increased the initial lease rate; i.e., families leasing for the first time from the waiting list or transfers. The significant increase in FY2001 reflects the merging of the Certificates into the Voucher Program.

Figure 5. Leases and Moves FY 2002
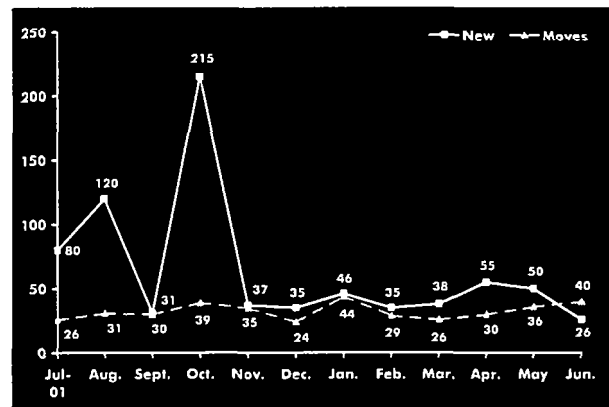
Figure 6. Leases Executed FY 1993 - FY 2002
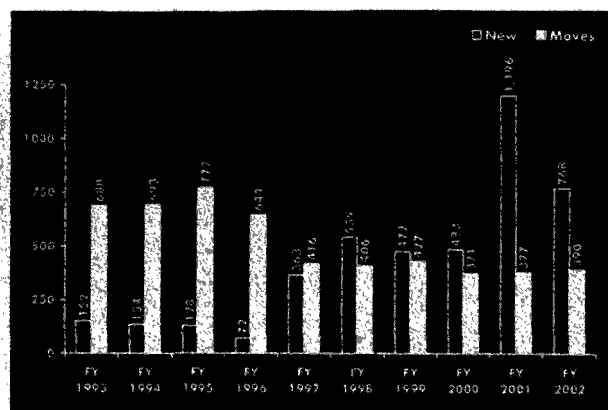
LEASE RATE (ADJUSTED)

In FY 2002, the Department of Rental Housing met the 95% lease rate standard for all programs. The Certificate/Voucher Program exceeded the standard with a 103% actual lease rate and an additional 4% of vouchers were issued to applicants or awaiting renovations for PBA units. Both the Moderate and Substantial Rehabilitation Programs followed with an average adjusted rate of 95.4% and 97% respectively, which are slightly lower than the previous year.

In the past ten (10) years, the industry standard has fluctuated from 97% to 90% (in 1997 and 1998), to 96% and decreasing to 95% in 2001. As Figure 8 illustrates, the lease rate has always exceeded the standard thus earning the maximum income in administrative fees.

Figure 7. Average Lease Rate by Program FY 2002
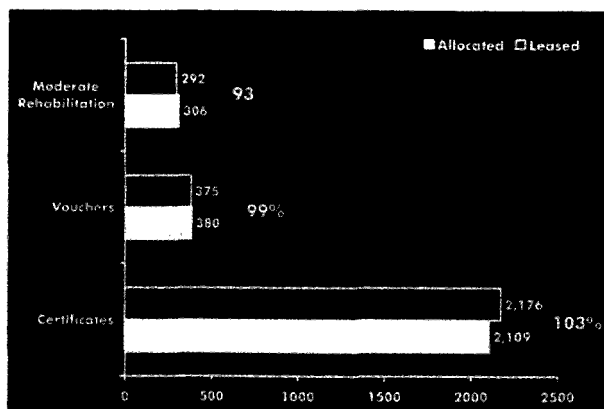
During the past two fiscal years, families are having a more difficult time locating a unit. Although briefings for applicants were scheduled sometimes as many as three times each month, the average family did not

lease until 2.5 months later. Thirty-seven families lost their voucher when they did not find an appropriate unit within 120 days. Loss of a voucher for this reason was very rare prior to FY 2000. Many owners who participated in the program for many years are now selling their property. Often, the new owners are asking the participants to move either to use the unit for their own use or to rent to students, which is more profitable. During this same period of time, housing authorities increased the numbers of families absorbed (71 during FY2002). This left the department with even more subsidies to re-lease. Thus, maintaining a high lease rate has been an ongoing task and priority for the department.

Figure 8. Average Lease Rates FY 1993- FY 2002
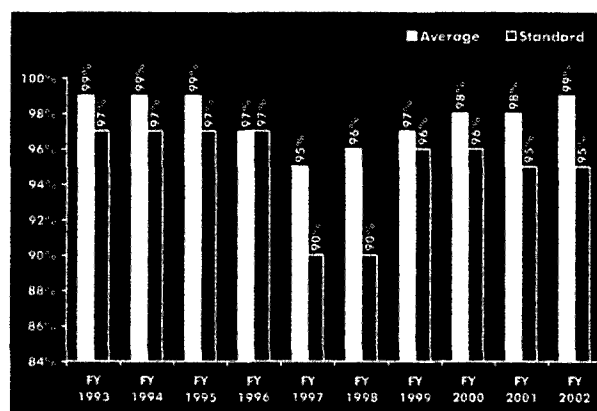
ANNUAL INSPECTIONS

Federal regulations state that agencies administering the Section 8 program must perform a Housing Quality Inspection in each unit before lease execution and annually during occupancy.

Figure 9. Reasons for Inspections FY 2002
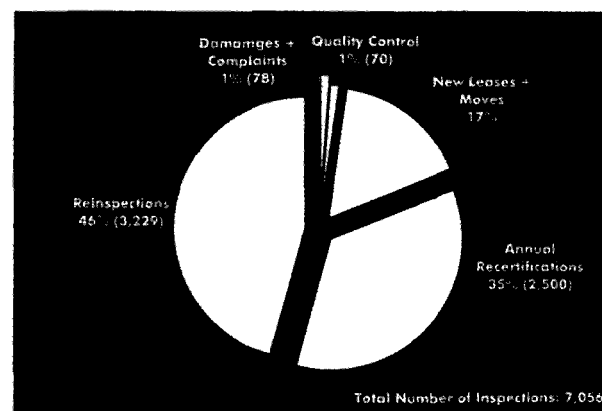
During FY 2002, the Rental Housing staff performed 7,056 inspections: 78 were due to damages or tenant complaints (1%), 70 quality control inspections conducted by a supervisor (1%), 1,179 new leases and moves (17%), 2,500 annual recertifications (35%) and 3,229 reinspections (46%).

Figure 10. Annual Inspections: Initial + Renewals FY 2002
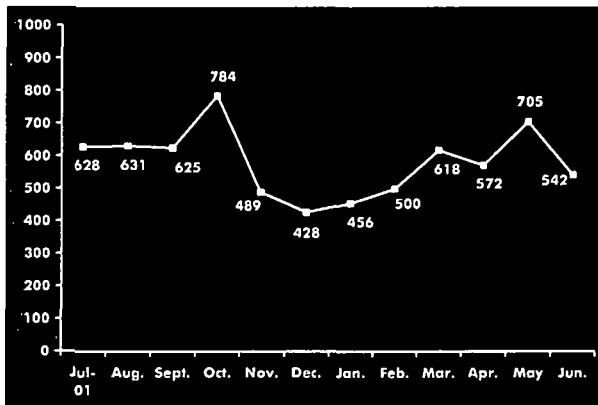
Figure 11. Annual Inspections Damages + Complaints FY 2002
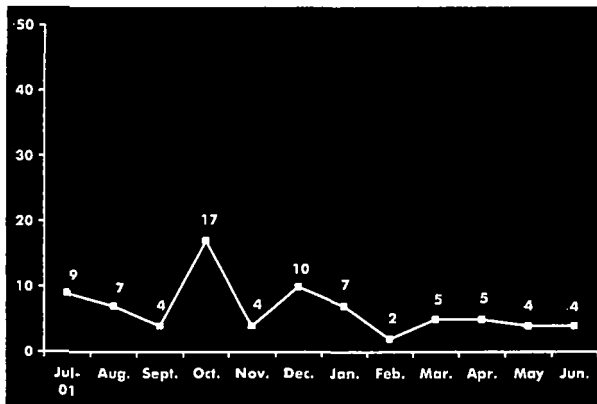
Inspections are mandatory for every subsidized unit in all programs including the SRO and 11-B developments. The Inspectors, or sometimes the Program Representatives, conduct the inspections and record them in the tenant file. After an inspection, the Providence Housing Authority notifies the owner of any deficiencies and requires the owner to make repairs within a specified time period, usually 30 days. Non-compliance results in either the denial of housing assistance payments or lease cancellation. The PHA assists all tenants with cancelled leases to locate suitable replacement housing.

Figure 12. Annual Inspections FY 1993 - FY 2002
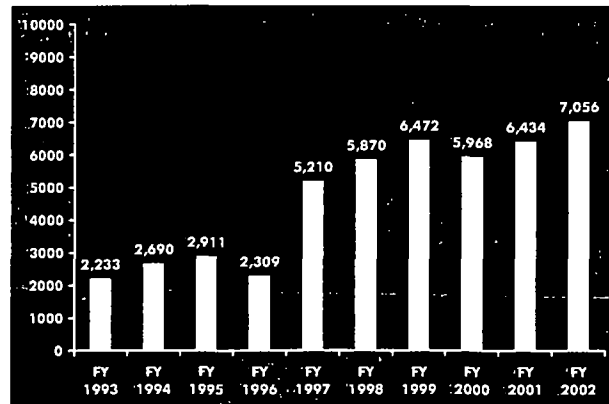
ADJUSTMENTS

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 2002, the staff made 1,182 adjustments most of which were changes in income.

Figure 13. Adjustments FY 2002
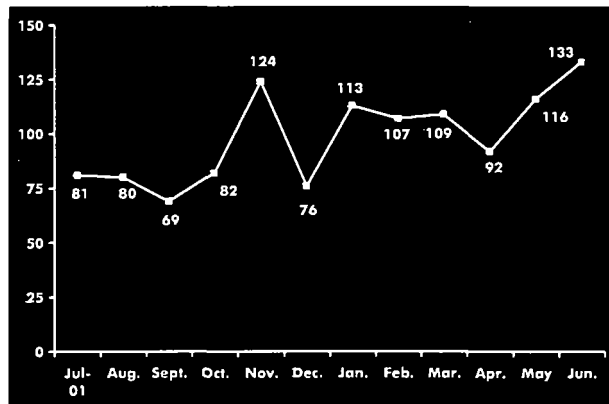
Figure 14. Adjustments FY 1993 - FY 2002
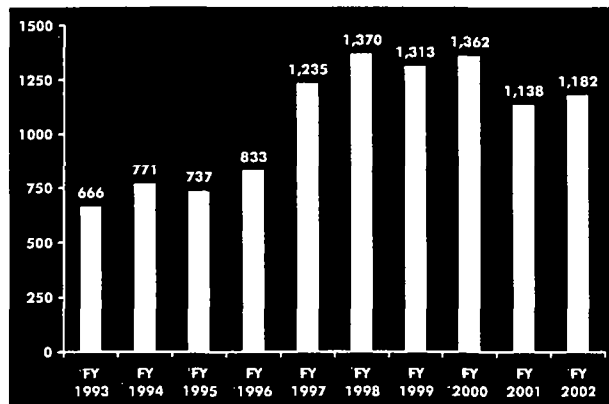
RECERTIFICATIONS

As required by Federal regulations, every program participant's family composition, income, and eligibility for deductions must be re-verified to ensure continued eligibility each year. The staff completed a total of 2,028 recertifications for those who decided to remain in the same unit. The 390 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 Rental Housing staff, however, must review the verifications and calculations.

Figure 15. Recertifications FY 2002
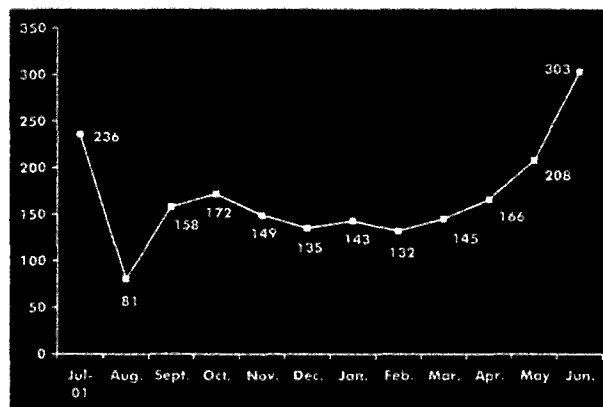
Figure 16. Recertifications FY 1993 - FY 2002
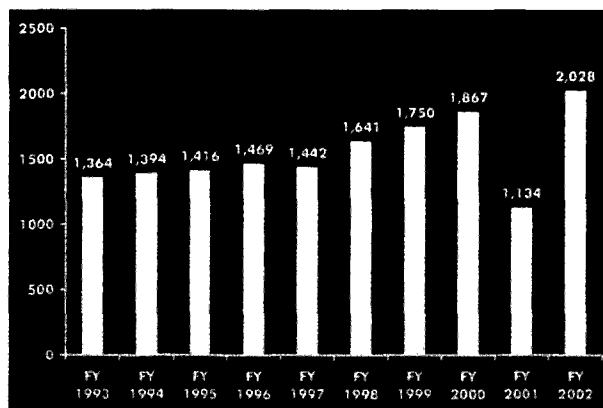
REPAYMENTS

During FY2002, the PHA did not reimburse landlords for vacancy claims (rent owed by tenants for failure to give 30-day notice) nor for damages caused by tenants. Payments to owners have been decreasing since FY 1997 and eventually they will cease altogether since they are applicable only to contracts signed prior to October 1, 1995.

The department's damage claim policy states that participants must reimburse the PHA for such payments. During FY 2002, the department collected $4,510.70 as reimbursement for damage claims as well as money owed due to unreported income. This year, none of the families lost their rental assistance for failure to make the agreed upon payments.

The department also collected $764.54 from waiting list applicants and $2,675.00 from transfers who owed the PHA back rent as a result of a previous tenancy in public housing. None of the families failed to respond to the notices for repayment and were withdrawn from the waiting list.

This year, 43 cases were referred to the Fraud Investigator either because of tips from anonymous callers or discrepancies noticed by staff.

Table 10. Repayments FY 1997-FY 2002

Year	Repayments due to Damages + Unreported Income	Repayments from Public Housing Tenancy
FY 1997	$17,793.00	$1,855.00
FY 1998	$22,530.18	$869.00
FY 1999	$24,824.18	$2,126.69
FY 2000	$15,564.50	$4,066.28
FY 2001	$10,801.44	$6,121.87
FY 2002	$4,510.70	$3,439.54

Although repayments for damages were collected prior to FY1997, this data is not available. Collection of money for prior residency in Public Housing did not begin until 1997.

CURRENT INVENTORY OF SECTION 8 UNITS

During FY 2002, the PHA administered 2,795 units (not including 260 transfers) of Section 8 housing throughout the City of Providence. Figure 16 illustrates the breakdown of the three classifications of Section 8 Rental Assistance administered by the Rental Housing Department. The Moderate Rehabilitation Program includes the SRO Units at the YMCA, Advent House and Advent Apartments as well as those at Barbara Jordan II, Fox Point Housing and Lexington Avenue Apartments. The 11-B Projects are Substantial Rehabilitation and include the units at Barbara Jordan I Apartments, Maplewood Terrace and

Villa Excelsior. The majority of allocations are attributed to the merged Certificate (4%) and Voucher Programs (71%), followed by 11-B Projects (14%), and Moderate Rehabilitation (11%).

Figure 17. Inventory of Section 8 Units FY 2002
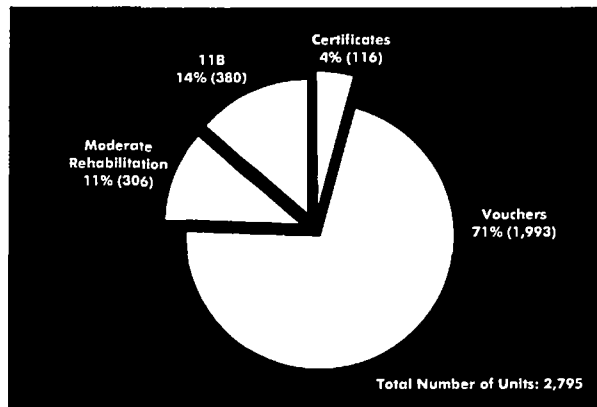
FEE DISTRIBUTION BY PROGRAM

During FY 2002, the Rental Housing Department earned $1,912,245.23 from HUD for administering the Section 8 Programs well and maintaining a high lease rate. This is a 26% increase from last year and the highest amount of fees earned since the inception of the Section 8 Program.

Funds are now combined for the Certificate and Voucher Programs. Almost three-fourths (74%) of the fees earned are generated from vouchers. The distribution of fees earned by program is as follows: 5% for 11-B Projects, 12% for Moderate Rehabilitation, 83% for certificates and vouchers.

Over the past ten years, administrative fees have varied based on the number of subsidies and the rate (based on the fluctuating Fair Market Rent) paid by HUD. During FY 1993, the Rental Housing Department earned $1,230,727.00 for administering the Section 8 Programs. Fees earned during the current fiscal year are fifty-five percent (55%) higher than ten years ago.

Administrative fees accrue for each unit leased per month. Additional fees for families deemed "hard to house" by HUD are not included in the above figure. Those classified as "hard to house" have either three (3) or more minors or include a disabled person. When such a family leases for the first time or moves to another unit, an additional $75 one time fee is earned. During FY2002, three hundred and twenty-

eight (328) families in this classification were leased resulting in an additional $24,600.00.

The Rental Housing Department uses all fees to operate the Section 8 Programs and the balance defers other costs incurred by the PHA.

Figure 18. Fee Distribution by Program FY 2002
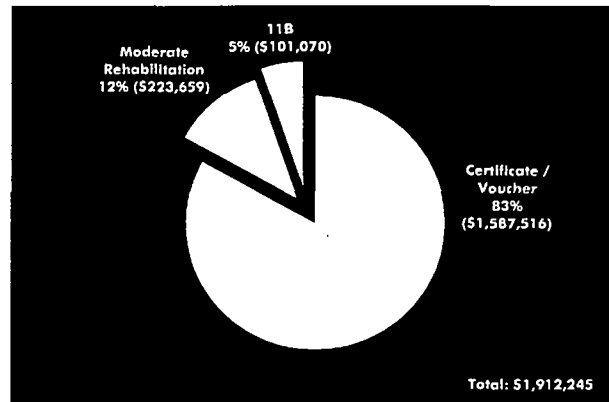
Figure 19. Earned Administrative Fees
(in millions) **FY 1993 - FY 2002**
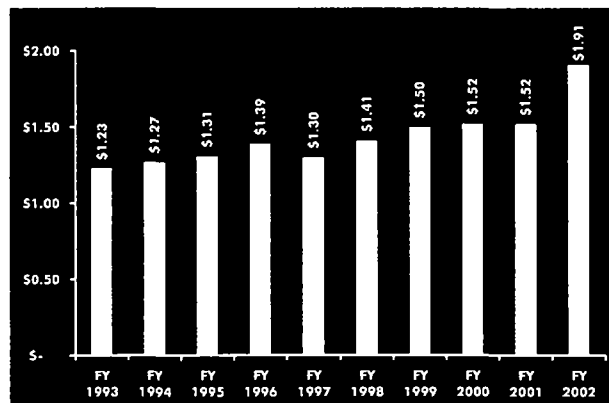
TOTAL HOUSING ASSISTANCE PAYMENTS

During FY 2002, the Rental Housing Department distributed Housing Assistance Payments totaling $18,348,006.00 to private property owners who provided housing for 2,795 subsidized families and 260 transfers. This is a 9% increase in the amounts paid last year reflecting the higher rents requested by owners and the over-leasing of allocated units so that a higher percentage of the budget is spent. The average housing assistance payment made to an owner is $486.00 per month. The minimum payment is $1.00 and the maximum is $1,358.00.

During FY1993, payments of $14.3 million were distributed to owners; i.e., an increase in spending of twenty-eight percent (28%). In FY 1993, however, there were only 2,344 subsidies available which is 19% less than the PHA's current inventory.

Figure 20. Housing Assistance Payments by Program FY 2002
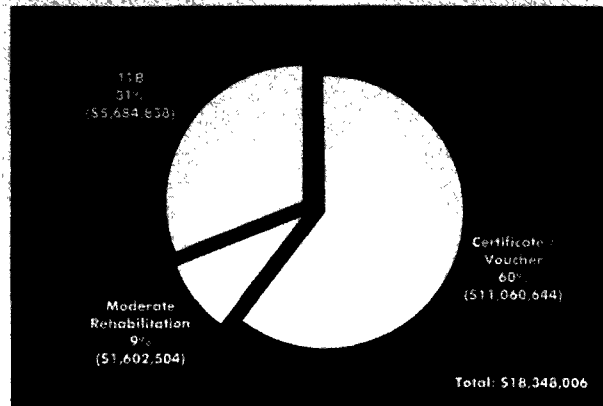
Table 11. Total Housing Assistance Payments by Program FY 1993 - FY 2002

Year	Certificate	Voucher	Moderate Rehabilitation	11-B
FY 1993	$6,192,039	$2,816,020	$1,734,143	$3,557,340
FY 1994	$5,638,336	$2,847,632	$2,003,770	$3,764,018
FY 1995	$6,632,758	$3,173,223	$2,046,613	$4,836,526
FY 1996	$6,445,483	$3,257,299	$2,036,055	$5,962,037
FY 1997	$6,059,557	$3,041,111	$1,901,438	$5,962,037
FY 1998	$6,065,077	$3,041,111	$1,801,855	$6,276,509
FY 1999	$6,278,866	$3,386,384	$1,913,184	$5,800,808
FY 2000	$6,026,423	$3,860,282	$1,779,847	$5,781,121
FY 2001	$413,037	$9,291,050	$1,693,603	$5,373,857
FY 2002	$11,060,644		$1,602,504	$5,684,858

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.

Figure 21. Housing Assistance Payments (in millions) FY 1993 - FY 2002
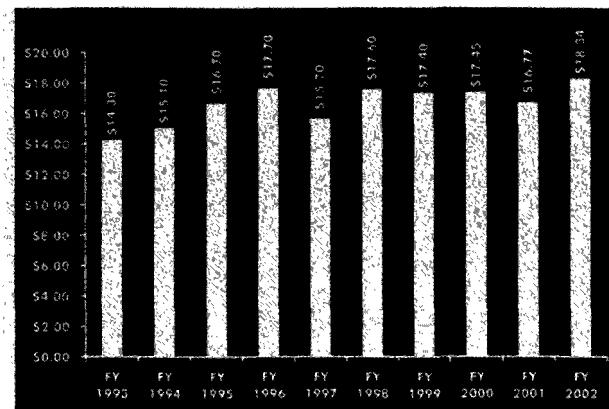
LOCATION OF UNITS

As illustrated in Figures 21 and 22 (over), the families participating in the Certificate/Voucher and Moderate Rehabilitation Programs are spread throughout the city of Providence. There are participants residing in almost every census tract and neighborhood of our jurisdiction with the exception of the Wayland and Blackstone areas of the East Side. The neighborhood with the most families is Upper South Providence (429 — 15.8%) followed by Elmwood (11.6%) and the West End (9.2%). In previous years, Elmwood contained the largest number of participants, followed by Silver Lake and Upper South Providence as third. The shift reflects the number of families residing at Lockwood Plaza. Only 4.4% of families with a PHA subsidy are living in another city or state.

Lockwood Plaza, in Upper South Providence has units for project-based vouchers

Figure 22.

Number of Section 8 Units
by Neighborhood

Charles 87 · Hope 10 · Elmhurst 49 · Wanskuk 221 · Mt. Hope 48 · Blackstone 0 · Mt. Pleasant 108 · Manton 63 · Smith Hill 86 · Valley 88 · College Hill 27 · Wayland 0 · Downtown 1 · Olneyville 72 · Federal Hill 131 · Fox Point 25 · Hartford 80 · Silver Lake 210 · West End 248 · Upper S. Prov. 429 · Lower S. Prov. 113 · Elmwood 316 · Reservoir 30 · Washington Park 136 · S. Elmwood 9
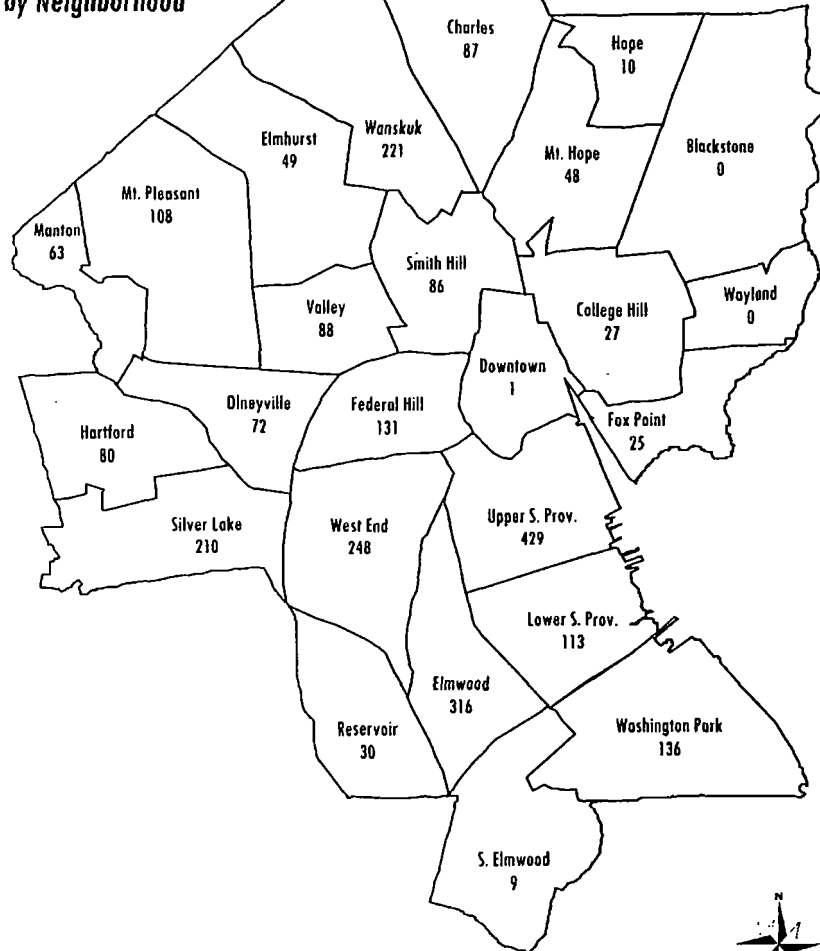
Other (Outside City) - 119
Total Section 8 Units = 2,705

Figure 23.

Number of Section 8 Units
by Census Tract

Tract 28 154 · Tract 29 85 · Tract 33 10 · Tract 34 2 · Tract 24 10 · Tract 27 63 · Tract 32 20 · Tract 23 45 · Tract 26 52 · Tract 31 51 · Tract 20 69 · Tract 21 98 · Tract 22 88 · Tract 25 34 · Tract 36 3 · Tract 36.02 · Tract 36.01 · Tract 35 0 · Tract 9 27 · Tract 8 1 · Tract 19 71 · Tract 10 36 · Tract 11 70 · Tract 37 25 · Tract 18 74 · Tract 13 61 · Tract 12 41 · Tract 7 369 · Tract 17 68 · Tract 16 140 · Tract 14 101 · Tract 4 81 · Tract 6 45 · Tract 3 101 · Tract 5 47 · Tract 15 28 · Tract 2 278 · Tract 1 137 · Tract 1.03 · Tract 1.02

Note: The map shown is based on the 2000 Census Tract boundaries. These are slightly different from the 1990 boundaries that was used to collect the unit data. Most significantly, tract 30 no longer exists and has been absorbed into tracts 29,31 and 33. This missing tract accounts for 1 unit.

Other (Outside City) - 119
Total Section 8 Units = 2,705
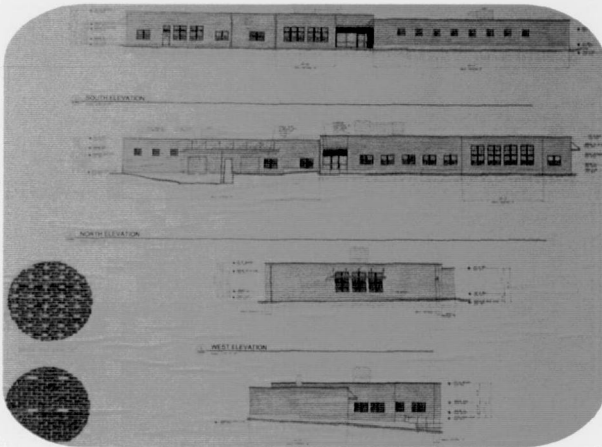
Elevations of the proposed Facilities Management Administration Building

Department of Facilities Management

DIRECTOR'S SUMMARY

The Department of Facilities Management (FM) consists of two divisions, 1)Maintenance and 2) Modernization & Development. It was formed in 1999 when the Facilities Management Department and the Department of Modernization & Development merged. It is the largest department at the PHA with more than 120 full time staff members. The Maintenance Division has two sections, Administration and Planning, and Operations. Administration & Planning is responsible for the day-to-day operation of the computerized work order system, the departments extensive occupational safety program, the annual HQS inspection of each apartment, inventory control and the 24/7 dispatchers. The Operations section provides building and grounds maintenance as well as residents with "on call" unit maintenance service twenty-fours hour a day, 365 days per year. The Modernization & Development Division administers the Comprehensive Grant Program (CGP) and its successor the Capital Fund Program (CFP), which provide virtually all of the funding for the Authority's capital improvement projects and oversees the Authority's construction projects.

The Authority's commitment to safety continued with a number of safety initiatives undertaken during the year. They included the implementation of a Lockout Tagout Program and the development of a Safety Orientation Training class for employees.

During the past fiscal year, a number of administrative improvements have made the department much more efficient. The Public Housing Authority Software (PHAS) was modified to allow the Authority's two inspectors to perform Buildings and Grounds Inspections using our handheld computers. All of the FM warehouses have switched over to the handheld computer system using bar coding. The testing of the new Inventory Control handheld software was completed in November '01. This software allows the department to perform annual physical inventory counts and to transfer inventory between warehouses using handheld computers and bar-coding labels.

During Fiscal Year 2002, the department processed 75,139 work orders, an increase of 4.3% from the previous year. The department's computerized work order system, implemented during fiscal year 2000, is used to manage the high volume of maintenance work undertaken by FM personnel.

Capital (modernization) projects are financed through the HUD funded Capital Fund Program or its predecessor, the Comprehensive Grant Program. Each year, staff from the Modernization & Development Division, prepare both a CFP Annual Plan and a rolling CFP Five Year Plan, which identify for HUD approval, those modernization projects the Authority wishes to fund. At the end of Fiscal Year 2002, the Authority had three open modernization budgets. One budget was funded under the old Comprehensive Grant Program. At the end of the fiscal year, the CGP708 budget was fully obligated at $5,221,144. Two other budgets were still open during the fiscal year. CFP Budget 50100, Fiscal Year 2000, approved at $4,747,622, had $4,543,642 in obligations and $3,363,940 in expenditures. The CFP50101 Budget, Fiscal Year 2001, approved at $4,843,932, incurred $1,979,724 in obligations and $1,398,903 in expenditures by the end of this fiscal year. The Authority submitted its new CFP Annual Plan for Fiscal Year 2002 funding (Budget 50102) in April, 2002 as part of its Annual Plan submission. Funding in the upcoming fiscal year was reduced by approximately $243,000 based on the HUD funding formula. This required the movement of some planned projects to future years. The Modernization Division undertook

several large-scale projects this year. The major project was the installation of a Card Access-Security/Closed Circuit Television System at the Authority's six high-rise buildings. By the end of the fiscal year, residents and employees were provided with photo identification and proximity cards and the system was being fine-tuned. At Chad Brown/Admiral Terrace, the ongoing modernization of kitchens continued this year with the twenty-three additional units receiving new cabinets, sinks, countertops and stoves. HUD approved the Authority's application to use CFP funds to repay bonds, which would be used to fund construction of both a new Facilities Management Building and a new community center at Hartford Park. The Providence Housing Authority became the first housing authority in the country to take advantage of a new provision of the CFP regulations, which allows public housing agencies to issue bonds for major capital projects. The bonds are then repaid by future allocations from the Capital Fund Program. The Authority contracted with the architectural firm of Robinson Green Beretta Corp. to design a new FM building and with Brewster Thornton Rapp, Architects to design the Hartford Park Community Center. Another major design project undertaken in FY 2002 involved the hiring of Blount-Bennett Architects, Ltd. to design major renovations to the ground floor space at Sr. Dominica Manor.

> "By the end of the fiscal year, residents and employees were provided with photo identification proximity cards and the [Security] system was being fine-tuned."

MAINTENANCE DIVISION
Safety and Security

A representative of the RI Department of Labor, Division of Occupational Safety, and the F/M Associate Director of Administration performed the annual "OSHA" inspection, in September. A list of potential violations were documented and forwarded to Operations personnel for abatement. The number of items identified was significantly less than those identified during previous inspections.

A Safety Training contract was awarded to FGM Solutions for the 2002-2003 calendar years. Several new safety programs were initiated or improved upon this year. The Lockout Tagout Training Program was completed in August. Authorized employees were issued LOTO certificates, locks, and test equipment.

Each development Foreman was issued a complete kit containing all of the devices necessary to control hazardous energy sources. A new Safety Orientation Training class was developed in January for all newly hired personnel. New employees are provided an overview of the Bloodborne Pathogens, Hazard Communications, Personal Protective Equipment, Lockout Tagout, and Hearing Conservation Programs. Classes are held on an as-needed basis for employees who are hired during the year and who have not attended the annual safety training class. Annual hearing (audiometric) tests were performed at the Hartford Park garage and provided to 14 Facilities Management employees in December. These employees are tested annually because their job duties can expose them to decibel levels above the OSHA permissible exposure level. Annual safety training classes were scheduled in March for Facilities Management employees. A total of nine classes were held and topics included Respirator training and fit testing, Personal Protective Equipment, Bloodborne Pathogens, Lockout/Tagout for affected employees, Hazard Communications, and Fire Extinguishers. A draft Ergonomics Program was developed and submitted to the Executive offices for review. Medical evaluations were completed in March for all employees enrolled in the Respirator Program.

Beacon Mutual performed dosimeter or noise monitoring tests in May. Recording devices were attached to selected employees to monitor noise levels, recorded in decibels. These devices were carried for an entire day while the employee performed various tasks. Levels below 85 decibels may require employees to wear hearing protection. Levels above 85 decibels require employees to wear hearing protection and be enrolled in the Hearing Conservation Program. Results of those tests indicated that sound levels were only slightly below the OSHA action level of 85 decibels on two of the operations tested, operation of the push mower and backhoe. Therefore, all employees utilizing this type of equipment must wear appropriate hearing protection.

Curb Appeal and Marketability

The department working with the Office of Planning and Policy, (OPP) completed several projects having a direct affect upon the aesthetics, or curb appeal, of Authority developments. These projects are designed to enhance the physical appearance of the Authority's property fostering a spirit of pride in residents of the community in which they live. A work crew, consisting of temporary workers supervised by a department foreman, was formed during the Spring 2001 and tasked with the responsibility to beautify PHA sites through site cleanup, lawn repair, mulching, flower and shrub planting, pruning and weeding.

In addition to landscaping and site work accomplished by the summer crew, several projects were undertaken in an attempt to beautify the grounds and appearance of the developments. Ornamental picket fencing was installed at both Dexter Manor and Dominica Manor. Construction of exterior concrete walks, retaining walls, and brick piers for the fencing as well as installation of new park benches on the grounds were completed at Dexter Manor. The exterior painting of nineteen buildings at Hartford Park and eleven Scattered Site units also took place this year. Also at Hartford Park, a contract was awarded to Graphic Designers for the replacement of the address graphics on many of the buildings.
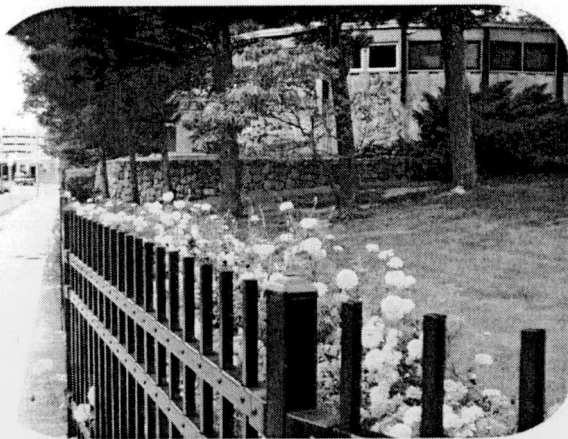
New fencing at Dominica Manor, also installed at Carroll Tower and Dexter Manor

Administration

The Public Housing Authority Software was modified to allow the HQS Inspectors to perform Buildings and Grounds Inspections using the handheld computers. With this change, Buildings and Grounds Inspections are now divided into four categories, fashioned after the Uniform Physical Condition Standard. The categories are Property Site Inspections, Building Exterior Inspections, Building Systems Inspections, and Common Area Inspections. The HQS Inspectors perform property, site, building exterior and common area inspections. Building system inspections are performed by skilled trades and HVAC staff. The HQS Inspectors schedule the buildings to be inspected, perform the inspections in conjunction with unit inspections, and generate work orders based on violations identified. The PHAS system tracks the inspection date, the work orders generated, and whether the building passed or failed.

Computerized Inspections

New Hewlett Packard Model 4100 printers have been installed at each of the maintenance shops. The printers were upgraded to enable the Dispatch office to send work orders directly to the developments and for the inventory bar-coding project. Works orders are now being sent directly from Central Dispatch to the development maintenance shops. This change has reduced the time spent by the dispatchers in sorting work orders, and has alleviated the need for the Foremen to pick up work orders at the Hartford Park office. A new work order form was implemented in January. The form was changed from a two-sided to a one-sided form to coincide with the bar-coding and inventory control implementation, and to prepare for imaging/scanning in the future.

Inventory Control

Testing of the Inventory Control handheld software was completed in November '01. This software allows the department to perform annual physical inventory counts and to transfer inventory between warehouses using the handheld computers and bar-coding labels.

All warehouses have switched over to the handheld computer system using bar coding. Each warehouse is equipped with a Cassiopeia pocket personal computer and a Socket in-hand scanner that provides maintenance staff with the ability to record material usage. Facilities Management employees at each development scan the barcode found on the work order, scan the barcode associated with the part, and enter a quantity used. The results are transferred to the main frame where inventory counts are adjusted automatically.

Fixed Assets Project

Phase 1 of the Fixed Asset implementation project was completed in January. Tasks included testing the Fixed Asset software, reviewing existing fixed asset records, establishing product class and type codes and coordinating the procurement of barcode labels. Phases 2 and 3 were substantially completed in

February. These phases included visiting each location, placing bar code labels on all fixed assets and gathering asset information for system updating. The final phase of the Fixed Asset project began in April with the tagging of stoves and refrigerators in the tenant units. Approximately 5,300 appliances were tagged with barcode labels. Tracking of these assets will be performed through the HQS Inspection process.

The Inventory Control Standard Operating Procedures manual was updated in February to reflect the changes in personnel and procedures since September 1998. In addition, the Inventory and Fixed Assets Handheld Computer and Bar-Coding Procedures were incorporated into the document. Fixed Assets Property Management Procedures were written and provided to the Procurement Officer for review. Management of the Fixed Assets Module will be the responsibility of the Department of Finance and Accounting.

The PHAS work order module was modified to allow for the separation of and access to historical work order data. This modification provides a method to copy and purge work order records. The purged records are then accessible from a new menu created specifically to view old work order data. This change frees the current live files of many unneeded records that would otherwise slow down the work order software. Several new software enhancements were installed on the PHAS system. The first change allows for the addition of move-out sub-codes in the vacancy history files. This will provide a more detailed description as to why tenants move or are transferred. The second change corrected errors caused when units are re-leased before Facilities Management has completed and closed the vacant unit inspection work order. A third gives Housing Management the ability to change move-out codes and sub-codes from the vacancy history maintenance screen.

Testing began on new Cassiopeia E-200 handheld computers. These handheld units allow data recording and scanning functions to be performed simultaneously.

Physical inventory of the central and satellite warehouses was completed in June. Handheld devices were used for the recording of inventory and fixed assets. Inventory counting, scanning, and uploading of data and compiling of annual reports was completed in two days, a process that took more than one week last fiscal year.

Work Orders

Facilities Management processed a record setting 75,139 work orders during the fiscal year; an increase of 4.3% from the previous year. The general level of work orders is expected to continue to rise in the future partly because of the program constraints of the new work order data entry system. Work orders are categorized into nine types: (1)emergency, (2)urgent, (3)routine, (4)vacancy rehabilitation, (5)HQS referrals-MOD, (6)scheduled maintenance planned (7)scheduled maintenance preventative, (8)vandalism and (9)extraordinary. The largest percentage of work orders written was in the scheduled maintenance planned category at 37%. A total of 30% of the scheduled maintenance planned work orders were performed in family sites and 70% in elderly sites. Tasks in this category include most day-to-day activities associated with interior and exterior building common area work at developments. Also included are seasonal programs such as snow removal, lawn care, etc. Routine are the second most common work order written at 31% of the total workload. Of the total work orders generated during the fiscal year, only 1,239, or 2% were outstanding as of June 30, 2002. This is in line with the department's accomplishments in each of the past ten years.

Table 1. Total Work Orders FY 1993 – FY 2002

Fiscal Year	Work Orders	Percent change from Previous Year
FY 1993	47,478	19.53%
FY 1994	48,941	3.08%
FY 1995	51,530	5.29%
FY 1996	53,074	3.00%
FY 1997	53,997	1.74%
FY 1998	55,220	2.26%
FY 1999	57,283	3.74%
FY 2000	62,346	8.84%
FY 2001	72,040	15.55%
FY 2002	75,139	4.30%
Average	57,705	N/A

✱ WORK ORDERS BY DEVELOPMENT

For the ninth consecutive year, Hartford Park generated more work orders than any other development. In FY 2002 there were 15,157 work orders at Hartford Park, which accounted for 20% of the annual total workload. The Dexter Manor I and II

developments accounted for the second highest total of work orders at 9,561, or 13% of the annual total.

Figure 1. Work Orders by Development FY 2002

Scattered Sites (4,396) 6%
Chad/Ad/Sun (7,233) 10%
Roger Williams (2,539) 3%
Parenti Villa (7,198) 10%
Codding Court (3,168) 4%
Kilmartin Plaza (6,698) 9%
Hartford Park (15,157) 20%
Carroll Tower (6,023) 8%
Dominica Manor (5,935) 8%
Manton Heights (7,231) 10%
Dexter Manor I & II (9,561) 12%
Total Work Orders: 75,139
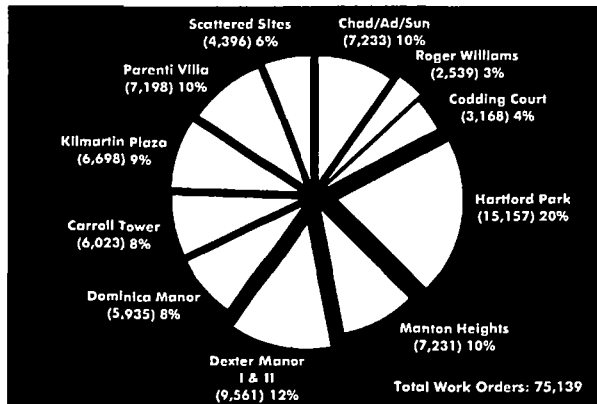
The fewest work orders recorded occurred at the Roger Williams development for the seventh consecutive year. There were 2,539 work orders, or 3% of the annual total at Roger Williams. Table 2 depicts the percent change in work orders written at each development from FY 2001 to FY 2002.

Table 2. Change in Work Orders by Development FY 2001 to FY 2002

Development	FY 2001	FY 2002	Percent Change
Chad/Ad/Sun	6,994	7,233	3.42%
Roger Williams	2,810	2,539	-9.64%
Codding Court	3,145	3,168	0.73%
Hartford Park	14,283	15,157	6.12%
Manton Heights	6,277	7,231	15.20%
Dexter Manor I & II	8,572	9,561	11.54%
Dominica Manor	6,163	5,935	-3.70%
Carroll Tower	5,990	6,023	0.55%
Kilmartin Plaza	6,649	6,698	0.74%
Parenti Villa	7,456	7,198	-3.46%
Scattered Sites	3,701	4,396	18.78%
Total	**72,040**	**75,139**	**4.30%**

From FY 2001 to FY 2002 there was an increase of 3,099 work orders or 4% from the previous year. Hartford Park, with the largest overall total of work orders written for the year, generated 874 more work orders in FY 2002 than the previous year, a 6% increase.

✱ NUMBER OF WORK ORDERS TO UNITS

The ratio of work orders to PHA units in FY 2001 was 27:1 and this has increased to an average of 29:1 for FY 2002. A primary measurement indicator of the work order experience has been the number of unit turnovers the department has been required to perform in the course of a given year. During FY 2001 the department was responsible for 401 unit turnovers, or the equivalent of 15% of the PHA portfolio. During FY 2002, the number of unit turnovers increased dramatically to 545, or 21% of the PHA portfolio. Unit turn arounds are the most significant indicator in determining the departments work load. With a total of 35,415 work orders, the elderly/disabled developments generated an average of 32 work orders per unit. Family developments had an average of 26 work orders per unit. Both Roger Williams and Kilmartin Plaza generated the highest per unit average of 63 work orders. While these numbers provide an overall view of total work order levels, a fair comparison must also consider the relative needs from development to development, based on age and physical condition. Table 3 presents the Work Orders to Unit Ratios for all developments.

Table 3. Work Orders to Unit Ratio FY 2002

Development	No. of Work Orders	No. of Units	Ratio
Chad Brown	5,698	198	29:1
Admiral Terrace	1,307	153	9:1
Sunset Village	228	24	10:1
Roger Williams	2,539	40	63:1
Codding Court	3,168	120	26:1
Hartford Park	15,157	508	30:1
Manton Heights	7,231	330	22:1
Dexter Manor I	8,735	200	44:1
Dexter Manor II	826	91	9:1
Dominica Manor	5,935	204	29:1
Carroll Tower	6,023	194	31:1
Kilmartin Plaza	6,698	106	63:1
Parenti Villa	7,198	194	37:1
Scattered Sites	4,396	245	18:1
Total	**75,139**	**2,607**	**29:1**

Figure 2. Average Number of Work Orders per Unit FY 2002
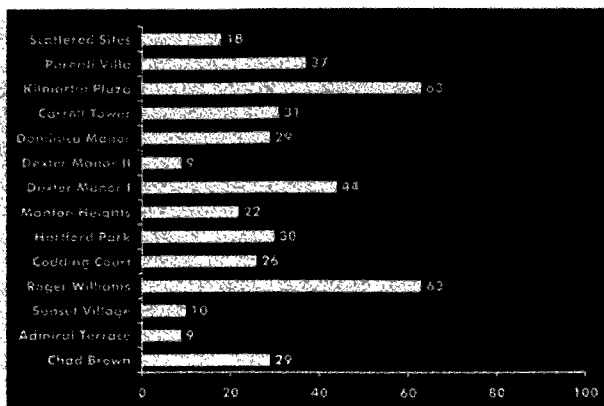
Figure 3. Average Number of Work Orders per Unit FY 1993 – FY 2002
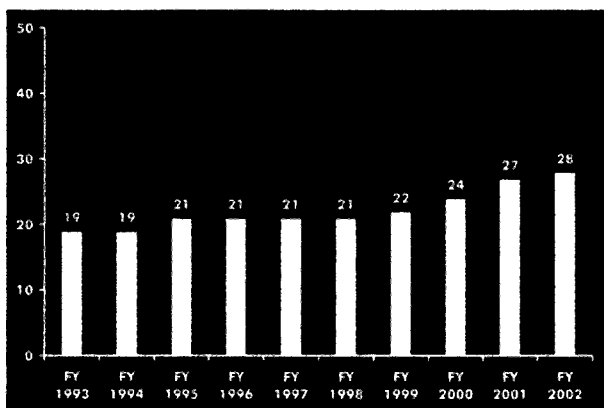
Note: These figures reflect actual work order generated for the fiscal year. The figures do not include carry-overs from the previous year.

✳ 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 Public Housing Management Assessment Program (PHMAP) monitoring and reporting. With the advent of the new computer system the department has the ability to classify work orders by a number of work categories. These categories, such as electrical, plumbing, carpentry, can also be sorted and printed in any number of formats. Any information gathered on work order requests is available for downloading from the system and manipulation by sorting, specific selection criteria, and much more.

Over the past ten years the distribution of work orders by type has remained relatively constant. As the general level of work orders increases so does the general level by type for each type in relation to its percentage of the total annual work orders. Scheduled maintenance, both planned and preventative routinely comprises the majority of work orders annually at an average 57% of the total. Routine work orders account for an average 31% of the total. Therefore, the balance of total work orders in any given year or 12% of the total relates to experience for emergency, urgent, vacancy rehabilitation, HQS inspection, vandalism, and extraordinary work orders.

During FY 2002, the department of Facilities Management performed 75,139 work orders. The number of work orders written has continued to rise. The percentage relationship between work order types however, has remained relatively constant. Scheduled Maintenance still commands the highest amount of staff attention as 42,937 work orders were written for this category. Routine work orders continue to be the second highest type written with 23,264.

Figure 4. Work Orders as a Percent of Total by Type FY 2002
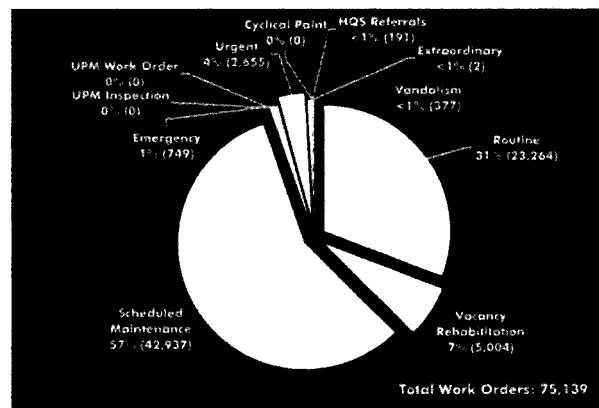
"With the advent of the new computer system the department has the ability to classify work orders by a number of work categories."

Table 4. Work Order Categories as a Percent of Total Work Orders FY 1993 – FY 2002

Year	Emergency	Urgent	Routine/Res. Serv	Vac. Rehab/Unit TA	Planned/Preventive	Sched Maint-Plan	Sched Maint-Prev	Vandalism	UPM Inspection	UPM Work Order	Cyclical Paint	Extraordinary	HQS Referrals	Total	Total W/O's Completed	% W/O's Completed
FY 1993	82	N/A	11,339	2,228	30,576	N/A	N/A	161	2,178	704	210	N/A	N/A	**47,478**	Unavailable	99.0%
Percent	0.17%	N/A	24%	5%	64%	N/A	N/A	0.34%	5%	1%	0.44%	N/A	N/A	**100%**		
FY 1994	104	N/A	12,382	2,617	30,956	N/A	N/A	181	2,094	440	167	N/A	N/A	**48,941**	48,622	99.0%
Percent	0.21%	N/A	25%	5%	63%	N/A	N/A	0.37%	4%	1%	0.34%	N/A	N/A	**100%**		
FY 1995	72	N/A	13,034	3,396	30,944	N/A	N/A	221	2,300	1,450	113	N/A	N/A	**51,530**	50,480	96.0%
Percent	0.14%	N/A	25%	7%	60%	N/A	N/A	0.43%	4%	3%	0.22%	N/A	N/A	**100%**		
FY 1996	133	N/A	13,273	3,478	31,989	N/A	N/A	255	2,599	1,257	90	N/A	N/A	**53,074**	51,756	95.0%
Percent	0.25%	N/A	25%	7%	60%	N/A	N/A	0.48%	5%	2%	0.17%	N/A	N/A	**100%**		
FY 1997	148	N/A	12,383	4,013	32,974	N/A	N/A	234	2,678	1,427	140	N/A	N/A	**53,997**	53,989	99.0%
Percent	0.27%	N/A	23%	7%	61%	N/A	N/A	0.43%	5%	3%	0.26%	N/A	N/A	**100%**		
FY 1998	121	N/A	13,293	3,902	33,351	N/A	N/A	233	2,796	1,334	190	N/A	N/A	**55,220**	55,160	99.6%
Percent	0.22%	N/A	24%	7%	60%	N/A	N/A	0.42%	5%	2%	0.34%	N/A	N/A	**100%**		
FY 1999	110	N/A	12,880	5,446	33,882	N/A	N/A	219	3,562	1,040	144	N/A	N/A	**57,283**	57,245	99.5%
Percent	0.19%	N/A	22%	10%	59%	N/A	N/A	0.38%	6%	2%	0.25%	N/A	N/A	**100%**		
FY 2000	187	167	17,097	4,362	39,511	N/A	N/A	174	534	244	60	10	N/A	**62,346**	62,046	99.0%
Percent	0.30%	0.27%	27%	7%	63%	N/A	N/A	0.28%	0.86%	0.39%	0.10%	0.02%	N/A	**100%**		
FY 2001	871	1,635	21,988	4,547	N/A	27,752	14,457	213	N/A	N/A	N/A	13	564	**72,040**	71,380	98.0%
Percent	1%	2%	31%	6%	N/A	39%	20%	0.30%	N/A	N/A	N/A	0.02%	1%	**100%**		
FY 2002	749	2,655	23,264	5,004	N/A	27,735	15,202	337	N/A	N/A	N/A	2	191	**75,139**	75,223	99.0%
Percent	1%	4%	31%	7%	N/A	37%	20%	0.45%	N/A	N/A	N/A	0.00%	0.25%	**100%**		

Notes: 1) Planned/Preventative Maintenance was split into Scheduled Maintenance Planned and Scheduled Maintenance Preventative in FY2001.
2) UPM Inspection, UPM Work Order and Cyclical Paint were discontinued after 2000 and became HQS Referrals in 2001.
3) Two new categories – Urgent and Extraordinary were added in 2000.

1. Emergency Work Orders

The department recorded 749 emergency work orders during FY 2002, a 14% decrease from FY 2001 and equivalent to 29% of the total emergency work orders written in the last ten years. This work order type includes such things as gas leaks, smoke detector malfunction, fires, electrical outages, serious plumbing problems, or any situation that endangers the health and safety of residents. Facilities Management responds to and completes emergency work orders within 24 hours of when they occur.

2. Urgent Work Orders

This category of work order, newly created during FY 2000, is part of the implementation of the new DPS system Work Order Module. It is a category of tenant services performed that denotes more of a sense of urgency is needed in response to the request as opposed to routine. Urgent calls are situations that pose a threat to persons or property if left unattended, but is not life threatening. This type of situation, if not addressed, could allow damage to be caused to PHA structures or systems, such as roof leaks, water leaks, broken window glass, and so on. Urgent requests should be addressed within twenty-four hours. During FY 2002, the department recorded 2,655 urgent work orders, a 62% increase from FY 2001.

3. Routine Work Orders

The department recorded 23,264 routine work orders (resident) during FY 2002, an increase of 6% over FY 2001 routine requests and equivalent to 31% of the total annual workload. Average response time for Routine work orders was within one (1) day, which is considerably less than the industry standard of three days.

> "Facilities Management responds to and completes emergency work orders within 24 hours of when they occur."

Table 5. Routine Work Orders per Unit Ratio FY 2002

Development	Number of Work Orders	Number of Units	Ratio
Chad Brown	2,147	198	11:1
Admiral Terrace	922	153	6:1
Sunset Village	164	24	7:1
Roger Williams	293	40	7:1
Codding Court	791	120	7:1
Hartford Park	5,863	508	12:1
Manton Heights	3,266	330	10:1
Dexter Manor I	1,641	200	8:1
Dexter Manor II	628	91	9:1
Dominica Manor	1,068	204	5:1
Carroll Tower	1,194	194	6:1
Kilmartin Plaza	822	106	8:1
Parenti Villa	1,552	194	8:1
Scattered Sites	2,913	245	12:1
Total	**23,264**	**2,607**	**9:1**

4. Vacancy Rehabilitation

Facilities Management staff performed, 5,004 vacancy rehabilitation work orders during FY 2002. This is an increase of 10%, or 457 work orders from FY 2001. There were a total of 545 dwelling units "turned around" in FY 2002. This means that 545 units of varying bedroom sizes were prepared to lease. Twenty-four percent of these units were efficiencies, 27% were one-bedroom, 22% two-bedroom, 19% three bedroom, 5% four bedroom, and 3% were five bedroom units. These 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 (PHMAP). It is now called 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 an additional Authority-imposed inspection schedule aside from the required constraints of PHMAP on Housing Management. This was an effort to identify and correct actual or potential problems in order to preempt action required due to HQS under PHMAP. It was found that there was a great deal of duplication of effort and program quality suffered due to severe time constraints on accomplishing dual inspections, therefore a single HQS system had been established in

FY 2001 to comply with the annual PHMAP requirement. The HQS system is now completed using handheld computers that automatically record inspection results and generate the appropriate work orders. Housing Quality Standard Mod. 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 initiating the necessary contracts for abatement. These work orders are tracked and reported on separately by the system in order to ensure compliance with PHAS requirements. In FY 2002, 217 HQS Modernization referral work orders were generated.

The following table shows that during FY 2002, Facilities Management HQS Inspectors performed a total of 2,590 inspections using the UPCS standards. Seventeen units were not inspected due to modernization or exempt status.

Table 6. HQS Status FY 2002

Type / Percent	Chad Brown	Admiral Terrace	Sunset Village	Roger Williams	Codding Court	Hartford Park	Manton Heights	Dexter Manor I	Dexter Manor II	Dominica Manor	Carroll Towers	Kilmartin Plaza	Parenti Villa	Scattered Sites	Total
Units Inspected	198	153	24	38	120	508	324	198	90	203	192	105	194	243	2,590
HQS WO's 1/	586	360	35	40	154	1,262	845	178	166	181	213	78	279	783	5,160
WO's per Unit	2.96	2.35	1.46	1.00	1.28	2.48	2.56	0.89	1.82	0.89	1.10	0.74	1.44	3.17	1.99
Appliance WO's	75	51	7	12	31	163	103	22	15	19	29	8	44	150	729
Percent	13%	14%	20%	30%	20%	13%	12%	12%	9%	10%	14%	10%	16%	19%	14%
Boiler WO's	6	5	4	0	10	16	6	2	4	0	3	1	3	18	78
Percent	1%	1%	11%	0%	6%	1%	1%	1%	2%	0%	1%	1%	1%	2%	2%
Carpentry WO's	114	66	10	4	16	236	124	24	18	22	30	13	32	166	875
Percent	19%	18%	29%	10%	10%	19%	15%	13%	11%	12%	14%	17%	11%	21%	17%
Electrical WO's	88	70	2	11	24	242	146	24	31	38	28	12	42	124	882
Percent	15%	19%	6%	28%	16%	19%	17%	13%	19%	21%	13%	15%	15%	16%	17%
General Maint WO's	84	81	7	10	38	315	184	59	32	39	55	11	48	205	1,168
Percent	14%	23%	20%	25%	25%	25%	22%	33%	19%	22%	26%	14%	17%	26%	23%
Plumbing WO's	138	64	5	2	28	207	156	34	62	43	61	27	106	104	1,037
Percent	24%	18%	14%	5%	18%	16%	18%	19%	37%	24%	29%	35%	38%	13%	20%
Painting WO's	52	9	0	1	5	24	58	5	1	7	2	2	0	8	174
Percent	9%	3%	0%	3%	3%	2%	7%	3%	1%	4%	1%	3%	0%	1%	3%
Mod Referrals	29	14	0	0	2	59	68	8	3	13	5	4	4	8	217
Percent	5%	4%	0%	0%	1%	5%	8%	4%	2%	7%	2%	5%	1%	1%	4%
Buildings + Grounds	33	0	27	10	16	127	40	0	2	2	2	1	6	147	413
Percent	6%	0%	77%	25%	10%	10%	5%	0%	1%	1%	1%	1%	2%	19%	8%

1/ Total WO's summarizes all WO types except Buildings and Grounds since they are not unit specific

The HQS Inspection process was implemented on December 5, 2000. The following identifies the number and type of work orders generated from the HQS inspections. The total passed columns reflects the total number of units that have passed inspection to date, including re-inspections performed after initial inspection. During FY 2002, 2,590 HQS inspections were performed generating 5,160 work orders or an average of 1.99 work orders per unit inspected. Chad Brown averaged the highest number of work orders per inspection at 2.96, while Kilmartin Plaza generated only 0.74 work orders per unit. By type, general maintenance work orders are most common at 23% of all work orders generated, and boiler work orders are the lowest at 2% of all work orders generated.

Table 7. HQS Work Order by Type and Development FY 2002

Development	# Units	Total Inspected	% Inspected	Passed	% Passed	Failed	% Failed	In-Conclus	% Inconcl	%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	38	95%	38	100%	0	0%	2	5%	37%
Codding Court	120	120	100%	120	100%	0	0%	0	0%	0%
Hartford Park	508	508 1/	100%	506	99%	2	0%	0	0%	6%
Manton Heights	330	324	98%	322	99%	2	<1%	6	2%	0%
Dexter Manor I	200	198	99%	198	100%	0	0%	2	1%	0%
Dexter Manor II	91	90	99%	90	100%	0	0%	1	1%	0%
Dominica Manor	204	203	99%	203	100%	0	0%	1	0%	0%
Carroll Towers	194	192	99%	192	100%	0 ·	0%	2	1%	0%
Kilmartin Plaza	106	105	99%	105	100%	0	0%	1	1%	0%
Parenti Villa	194	194	100%	194	100%	0	0%	0	0%	0%
Scattered Sites	245	243 2/	99%	242	99%	1	0%	2	1%	<1%
Total	**2,607**	**2,590**	**99%**	**2,585**	**99%**	**5**	**<1%**	**17**	**<1%**	**<1%**

Notes: 1/ The total does not include thirty-two units (32) which are in four vacant buildings which are deprogrammed.

2/ Two units at Scattered Sites were undergoing CFP modernization and not inspected.

6. Scheduled Maintenance

Scheduled Maintenance work orders are made up of two sub-categories: Scheduled Maintenance-Planned and Scheduled Maintenance-Preventive. Scheduled Maintenance-Planned refers to work orders issued for the performance of routine maintenance items that are done in the same way at regular intervals such as mopping hallways, collecting litter and mowing lawns. There were 27,735 Scheduled Maintenance-Planned work orders this year. Scheduled Maintenance-Preventive refers to work orders issued for scheduled maintenance procedures that are systematically performed at regular intervals to prevent premature deterioration of the buildings and systems. Examples of this type work order include servicing furnaces and boilers, inspecting fire extinguishers and checking vehicles. The total work orders for this sub-category amounted to 15,202 this fiscal year. There were a total of 42,937 Scheduled Maintenance work orders in FY 2002, an increase of 3% or 728 work orders over FY 2001.

Table 8. Scheduled Maintenance Work Orders per Unit Ratio FY 2002

Development	Number of Work Orders	Number of Units	Ratio
Chad Brown	2,528	198	13:1
Admiral Terrace	0	153	0:1
Sunset Village	0	24 ·	0:1
Roger Williams	2,070	40	52:1
Codding Court	2,166	120	18:1
Hartford Park	7,257	508	14:1
Manton Heights	2,740	330	8:1
Dexter Manor I	6,126	200	30:1
Dexter manor II	2	91	1:1
Dominica Manor	4,456	204	22:1
Carroll Tower	4,446	194	23:1
Kilmartin Plaza	5,634	106	53:1
Parenti Villa	5,228	194	27:1
Scattered Sites	284	245	1:1
Total	**42,937**	**2,607**	**16:1**

Figure 6. Total Scheduled Maintenance Work Orders FY 1993 - FY 2002
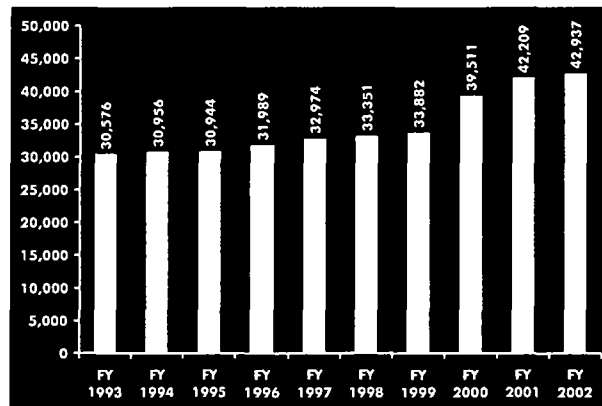
7. Vandalism

During FY 2002, the department completed 337 Vandalism work orders, an increase of 124 work orders or 58% from FY 2001. Vandalism work orders primarily consist of graffiti removal and repair of damaged or destroyed exterior and hallway lighting. Vandalism work orders consistently comprise a total of less than 1% of all PHA work orders annually.

8. Extraordinary

Included is any type of work order request that refers to items that are unusual in nature or do not fall under any one of the other categories of work order. As can be seen from Table 10, a total of two or less than ½ of 1% of all work orders in FY 2002 were written in this category.

✱ WORK ORDER CATEGORY TYPE BY DEVELOPMENT

The family developments, with 57%, of the units, accounted for 53% of the total work orders completed in FY 2002. With the exception of Scheduled Maintenance/Planned, where 70% of the work orders occurred in Elderly/Disabled units, all other work order types occurred at a higher rate in the family developments than the actual number of units would indicate. For example, 98% of the HQS Referrals, 88% of the Vandalism, 85% of the Emergency, and 70% each of the Urgent and Routine work orders occurred in family developments. Table 10 summarizes by development all work order types.

Table 9. Work Order Type by Development Type FY 2002

Work Order Type	Family		Elderly/Disabled		Total
	Number	Percent	Number	Percent	
Emergency	639	85%	110	15%	749
Res. Service/Routine	16,359	70%	6,905	30%	23,264
Sched Maint/Planned	8,197	30%	19,538	70%	27,735
Unit TA-Vac. Rehab	3,338	67%	1,666	33%	5,004
Vandalism	298	88%	39	12%	337
Urgent	1,855	70%	800	30%	2,655
HQS Referrals	188	98%	3	2%	191
Extraordinary	2	100%	0	0%	2
Sched Maint/Prev	8,848	58%	6,354	42%	15,202
Total	**39,724**	**53%**	**35,415**	**47%**	**75,139**

✱ WORK ORDER STATUS BY TYPE AND DEVELOPMENT

The following Table details work order analysis in FY 2002 by development and type of work order. Hartford Park experienced, by a wide margin, the highest number of work order requests at 20% of the total annual workload. Routine work orders were nearly twice the next highest number at 5,863 and vacancy rehabilitation work orders at 1,105 comprised 22% of all activity in this category. Owing to the size

of the development, the scheduled maintenance work orders written were also higher than all others at 7,257. Hartford Park also had the highest level of emergency work orders at 174, or 23% of the total annual. Vandalism was highest at Hartford Park with 130 work orders or 39%.

Table 10. Work Order Status by Type and Development FY 2002

Development	Emergency	Urgent	Routine	Vacancy Rehab.	HQS Refer-MOD	Scheduled Maintenance Planned	Scheduled Maintenance Preventative	Vandalism	Extra-Ordinary	Total	Percent
Chad Brown	96	247	2,147	608	49	877	1,651	22	1	5,698	8%
Admiral Terrace	29	126	922	198	19	0	0	13	0	1,307	2%
Sunset Village	3	26	164	34	0	0	0	1	0	228	<1%
Roger Williams	23	40	293	103	5	677	1,393	5	0	2,539	3%
Codding Court	26	79	791	91	7	1,109	1,057	8	0	3,168	4%
Hartford Park	174	623	5,863	1,105	4	4,209	3,048	130	1	15,157	20%
Manton Heights	115	392	3,266	607	19	1,242	1,498	92	0	7,231	10%
Scattered Sites	173	322	2,913	592	85	83	201	27	0	4,396	6%
Subtotal	**639**	**1,855**	**16,359**	**3,338**	**188**	**8,197**	**8,848**	**298**	**2**	**39,724**	**53%**
Percent	**85%**	**70%**	**70%**	**67%**	**98%**	**30%**	**58%**	**88%**	**100%**	**53%**	
Dexter Manor I	28	161	1,641	761	0	3,852	2,274	18	0	8,735	12%
Dexter Manor II	13	56	628	125	0	2	0	2	0	826	1%
Dominica Manor	21	140	1,068	248	1	3,326	1,130	1	0	5,935	8%
Carroll Tower	20	144	1,194	213	1	3,477	969	5	0	6,023	8%
Kilmartin Plaza	4	94	822	139	0	4,614	1,020	5	0	6,698	9%
Parenti Villa	24	205	1,552	180	1	4,267	961	8	0	7,198	10%
Subtotal	**110**	**800**	**6,905**	**1,666**	**3**	**19,538**	**6,354**	**39**	**0**	**35,415**	**47%**
Percent	**15%**	**30%**	**30%**	**33%**	**2%**	**70%**	**42%**	**12%**	**0%**	**47%**	
Overall Total	**749**	**2,655**	**23,264**	**5,004**	**191**	**27,735**	**15,202**	**337**	**2**	**75,139**	**100%**
Overall Percent	**1%**	**4%**	**31%**	**7%**	**<1%**	**37%**	**20%**	**<1%**	**<1%**	**100%**	

Vacancy Rehabilitation (Unit Turn Around)

During the fiscal year, a total of 545 units or 21% of all units available to lease were turned around by the FM staff. The Vacancy Rehabilitation Rate is determined by dividing the number of unit turn arounds by the total number of units. The highest rate of unit turn arounds occurred at family developments with 57% or 313 of the 545 units turned over during the year. Within family developments, Hartford Park had the highest number of turn arounds at 119 or 22% of the Authority wide total.

Two hundred thirty-two units or 43% percent of all unit turn arounds occurred at the elderly/disabled developments. The highest number of turn arounds among this group occurred at Dexter Manor I and II, where 101 or 18% of the units turned around and at Carroll Tower where forty-eight or 9% of the units were turned around. Efficiency and one-bedroom units each turned over more frequently at a rate of 24% and 27%, respectively than did two bedrooms. Nineteen percent of three bedroom units, five percent of four bedroom units, and three percent of five bedroom units turned over. A breakdown of unit turn arounds by development and bedroom size is shown in Table 11 while Table 12 shows the rate of turn arounds by development.

Several factors affect turn around of units. In the elderly/disabled developments, the abatement of

asbestos floor tiles at Dexter, and Dominica, and to a lesser extent at Carroll, Parenti and Kilmartin; an aging population; the housing of young disabled in several of our developments; and the transfer of some of our residents to other Section 8 and HUD subsidized units, many of which offer larger units with more amenities, all contributed to the number of turn arounds. At family developments some of the factors contributing to number of unit turn arounds include the kitchen/bath modernization project at Roger Williams; an increase in the number of shootings and drug violence in some of the family developments; evictions; and changes in family composition requiring a transfer to a different size unit all contributed to the number of turn arounds.

Table 11. Unit Turn Around By Development and Number of Bedrooms FY 2002

Development	O-BR	1-BR	2-BR	3-BR	4-BR	5-BR	6-BR	7-BR	Total	Turn Around Rate
FAMILY DEVELOPMENTS										
Chad Brown	0	1	14	21	4	1	0	0	**41**	8%
Admiral Terrace	0	0	3	11	2	0	0	0	**16**	3%
Sunset Village	0	5	0	0	0	0	0	0	**5**	1%
Roger Williams	0	0	9	6	1	0	0	0	**16**	3%
Codding Court	0	4	8	2	1	0	0	0	**15**	3%
Hartford Park	0	28	48	20	9	13	0	1	**119**	22%
Manton Heights	0	12	30	16	1	2	0	0	**61**	11%
Scattered Sites	0	0	0	29	11	0	0	0	**40**	7%
Subtotal	**0**	**50**	**112**	**105**	**29**	**16**	**0**	**1**	**313**	**57%**
ELDERLY + DISABLED DEVELOPMENTS										
Dexter Manor I	48	32	3	0	0	0	0	0	**83**	15%
Dexter Manor II	0	17	1	0	0	0	0	0	**18**	3%
Dominica Manor	20	16	1	0	0	0	0	0	**37**	7%
Carroll Tower	35	13	0	0	0	0	0	0	**48**	9%
Kilmartin Plaza	10	7	0	0	0	0	0	0	**17**	3%
Parenti Villa	17	11	1	0	0	0	0	0	**29**	5%
Subtotal	**130**	**96**	**6**	**0**	**0**	**0**	**0**	**0**	**232**	**43%**
Overall Total	**130**	**146**	**118**	**105**	**29**	**16**	**0**	**1**	**545**	**100%**
Overall Percent	**24%**	**27%**	**22%**	**19%**	**5%**	**3%**	**0%**	**<1%**	**100%**	

Table 12. Unit Turn Around Rate by Development FY 1993 – FY 2002

Development	Chad + Ad + Sun	Roger Williams	Codding Court	Harford Park	Manton Heights	Scattered Sites	Dexter Manor I + II	Dominica Manor	Carroll Tower	Kilmartin Plaza	Parenti Villa	Total
FY 1993	63	1	24	41	4	5	51	6	41	21	41	**298**
Percent	21.14%	0.34%	8.05%	13.76%	1.34%	1.68%	17.11%	2.01%	13.76%	7.05%	13.76%	**100%**
FY 1994	72	5	9	77	40	7	73	22	38	24	39	**406**
Percent	17.73%	1.23%	2.22%	18.97%	9.85%	1.72%	17.98%	5.42%	9.36%	5.91%	9.61%	**100%**
FY 1995	98	7	7	84	52	20	89	52	22	38	26	**495**
Percent	19.80%	1.41%	1.41%	16.97%	10.51%	4.04%	17.98%	10.51%	4.44%	7.68%	5.25%	**100%**
FY 1996	71	7	15	64	36	10	75	43	54	29	44	**448**
Percent	15.85%	1.56%	3.35%	14.29%	8.04%	2.23%	16.74%	9.60%	12.05%	6.47%	9.82%	**100%**
FY 1997	87	9	6	109	48	14	68	38	30	29	29	**467**
Percent	18.63%	1.93%	1.28%	23.34%	10.28%	3.00%	14.56%	8.14%	6.42%	6.21%	6.21%	**100%**
FY 1998	61	5	3	81	38	24	60	37	31	17	38	**395**
Percent	15.44%	1.27%	0.76%	20.51%	9.62%	6.08%	15.19%	9.37%	7.85%	4.30%	9.62%	**100%**
FY 1999	86	4	14	125	76	44	85	23	35	22	46	**560**
Percent	15.36%	0.71%	2.50%	22.32%	13.57%	7.86%	15.18%	4.11%	6.25%	3.93%	8.21%	**100%**
FY 2000	43	9	14	115	56	33	45	28	43	18	35	**439**
Percent	9.79%	2.05%	3.19%	26.20%	12.76%	7.52%	10.25%	6.38%	9.79%	4.10%	7.97%	**100%**
FY 2001	36	12	12	97	60	41	41	19	27	21	35	**401**
Percent	8.98%	2.99%	2.99%	24.19%	14.96%	10.22%	10.22%	4.74%	6.73%	5.24%	8.73%	**100%**
FY 2002	62	16	15	119	61	40	101	37	48	17	29	**545**
Percent	11.37%	2.94%	2.75%	21.83%	11.19%	7.34%	18.53%	6.79%	8.81%	3.12%	5.32%	**100%**

Figure 7. Total Unit Turnarounds
FY 1993 – FY 2002
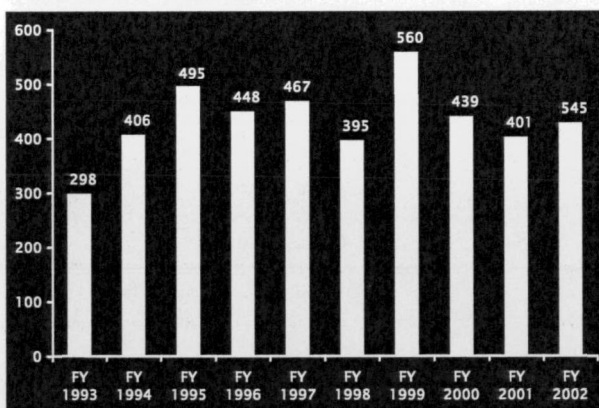
A PHA carpenter conducting a unit turnaround at Dexter Manor

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 2002, more than $73,000 was charged to residents for repairs to their units. The following table breaks down the charges by development.

Table 13. Resident Charges FY 2002

Development	Charges	Percent of Total
Chad/Ad/Sun	$14,932.93	20%
Roger Williams	$510.50	1%
Codding Court	$2,195.30	3%
Hartford Park	$17,500.08	24%
Manton Heights	$2,195.30	19%
Dexter Manor I & II	$4,794.91	6%
Dominica Manor	$2,547.50	3%
Kilmartin Plaza	$1,890.25	3%
Carroll Tower	$3013.55	4%
Parenti Villa	$3,393.44	5%
Scattered Sites	$8,820.50	12%
Total	**$73,251.10**	**100%**

Completion Rate

The following Figure and Table depict the department's success in completing all work orders received during FY 2002. As the table indicates, 99% of all work orders received during the fiscal year were completed by the close of the fiscal year. Only 1,239 work orders (2%) were carried over to the following fiscal year.

Figure 8. Work Orders Complete FY 1993 – FY 2002
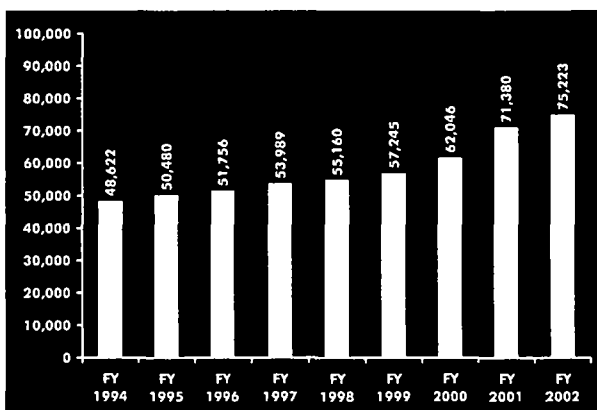
Table 14. Percent of Work Orders Completed FY 2002

Category	Previous Balance	New Requests	Total	Closed Work Orders	Balance
Emergency	0	749	**749**	748	1
Urgent	11	2,655	**2,666**	2,648	18
Routine	728	23,264	**23,992**	23,343	649
Vacancy Rehabilitation	266	5,004	**5,270**	5,087	183
HQS Referrals	32	191	**223**	223	0
Sched. Maint/ Planned	96	27,735	**27,831**	27,698	133
Sched. Maint/ Preventative	75	15,202	**15,277**	15,036	241
Vandalism	13	337	**350**	336	14
Extraordinary	0	2	**2**	2	0
Total	**1,221**	**75,139**	**76,360**	**75,121**	**1,239**
Percent	**2%**	**98%**	**100%**	**98%**	**2%**

Fleet Maintenance

The Authority owned a total of 39 vehicles as of 30 June 2002. Of that total, thirty-three are assigned to the Facilities Management, five to Resident Services and one to Management. Sixteen of the vehicles are pickup trucks; fifteen are vans including four 15-passenger units used by the Resident Services Department; one is a bus also assigned to Resident Services; four are dump trucks, two are SUVs and one street sweeper. The average age of the fleet is 7.9 years with 12 vehicles ten years or older. Only two vehicles have reached 100,000 miles and one will be replaced in 2003 along with the bus. The average mileage per vehicle excluding the street sweeper is 47,800 miles. 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. In addition to replacing the bus and one of the pickup trucks, the department is expected to add at least one additional small van and one additional pickup to the fleet next year.

Table 15. Current Vehicle Inventory FY 2002

Year	Make	Type	Style - Type Cab/Bed	Miles	Condition	Overnight Location	Department	NADA Value	Service	Body	Current Value
1980	GMC	Bus	Bus	96681	Poor	Carroll	RS	$1,800	($5,000)	($500)	Dispose
1983	Ford	Dump	1.5 Ton	61912	Fair	HP Garage	FM	$2,800	($300)	($500)	$2,000
1984	Chevy	Dump	5 Ton	36627	Good	HP Garage	FM	$5,000	$0	($200)	$4,800
1988	Chevy	Pickup	Extended / short bed	63154	Fair	335 Hartford	FM	$2,300	$0	($1,500)	$800
1988	Chevy	Pickup	Extended / short bed	50988	Good	HP Garage	FM	$2,500	$0	($500)	$2,000
1988	Chevy	Pickup	Regular / short bed	108895	Fair	HP Garage	FM	$2,100	($400)	($400)	$1,300
1988	Chevy	Pickup	Regular / long bed	99518	Fair	335 Hartford	FM	$2,700	$0	($700)	$2,000
1988	Ford	Van	Electric bucket	89158	Good	HP Garage	FM	$5,000	$0	($400)	$4,600
1991	Dodge	Van	15 passenger	102920	Fair	Parenti	RS	$3,800	$0	($1,000)	$2,800
1991	Ford	SUV	Explorer	71400	Good	S.Sites Mgr.	Mgmt	$4,400	($400)	$0	$4,000
1991	Ford	Pickup	Regular / short bed	49300	Good	Chad/Ad Garage	FM	$3,200	$0	($1,000)	$2,200
1991	Ford	Pickup	Regular / short bed	50469	Good	Chad/Ad Garage	FM	$3,200	$0	($400)	$2,800
1993	GMC	Dump	1.5 Ton	25499	Excellent	HP Garage	FM	$11,350	$0	$0	$11,350
1993	GMC	Pickup	Regular / short bed	38339	Good	Manton Garage	FM	$5,125	($500)	($1,000)	$3,625
1993	GMC	Pickup	Regular / short bed	31555	Good	HP Garage	FM	$5,175	$0	($200)	$4,975
1994	Dodge	Van	15 passenger	56108	Good	Carroll	RS	$7,150	$0	($400)	$6,750
1994	GMC	SUV	Jimmy	59677	Excellent	Ralph Deissler	FM	$7,050	$0	$0	$7,050
1994	GMC	Pickup	Regular / short bed	57394	Good	HP Garage	FM	$6,075	$0	($1,000)	$5,075
1994	GMC	Van	Small / short bed	39995	Excellent	HP Garage	FM	$4,575	$0	($300)	$4,275
1995	Dodge	Van	15 passenger	56684	Excellent	Parenti	RS	$8,850	($400)	($700)	$7,750
1995	GMC	Pickup	Extend cab / short	59365	Excellent	HP Garage	FM	$6,375	$0	($300)	$6,075
1995	GMC	Van	Full size	41178	Excellent	HP Garage	FM	$6,975	$0	($500)	$6,575
1995	GMC	Van	Full size	95415	Excellent	335 Hartford	FM	$6,975	$0	($600)	$6,375
1995	GMC	Van	Full size	29211	Good	HP Garage	FM	$6,975	$0	($200)	$6,775
1996	GMC	Van	Full size	4964	Excellent	300 Hartford	FM	$8,275	($800)	($200)	$7,275
1997	GMC	Van	Full size	29874	Excellent	Codding Garage	FM	$9,650	$0	($400)	$9,250
1998	GMC	Pickup	Regular / short bed	19557	Excellent	HP Garage	FM	$8,650	$0	($200)	$8,450

1998	GMC	Pickup	Regular / short bed	21851	Excellent	HP Garage	FM	$9,700	$0	($300)	$9,400
1998	GMC	Pickup	Regular / long bed	28053	Excellent	HP Garage	FM	$9,700	$0	($500)	$9,200
1998	GMC	Pickup	Extended / short bed	7073	Excellent	HP Garage	FM	$9,000	$0	($100)	$8,900
1999	Tennant	Sweeper	Sweeper	1854	Excellent	HP Garage	FM	$82,500	$0	$0	$82,500
1999	Ford	Van	15 passenger	40063	Excellent	Parenti	RS	$17,100	$0	($700)	$16,400
2000	GMC	Van	Full size	9209	Excellent	HP Garage	FM	$15,550	$0	($900)	$14,600
2000	Chevy	Van	Small van	7377	Excellent	HP Garage	FM	$11,100	$0	$0	$11,100
2001	Chevy	Pickup	Regular/short bed	5981	Excellent	Manton Garage	FM	$18,950	$0	($100)	$17,950
2001	Chevy	Van	Small van	6042	Excellent	335 Hartford	FM	$12,175	$0	($100)	$12,075
2001	GMC	Dump	1.5 Ton	3911	Excellent	HP Garage	FM	$28,490	$0	$0	$36,199
2002	Chevy	Van	Small passenger	789	Excellent	300 Hartford	FM	$24,118	$0	$0	$24,118
2002	GMC	Pickup	Crew cab	new	Excellent	300 Hartford	FM		$0	$0	$32,860

Table 16. Summary of Current Vehicle Inventory FY 2002

Type	Quantity	Assigned to
Bus	1	Resident Services
Dump		
1.5 Ton	3	Facilities Management
5 Ton	1	Facilities Management
Vn		
Bucket	1	Facilities Management
15 Passenger	4	Resident Services
Small Van	4	Facilities Management
Full Size Van	6	Facilities Management
Sweeper	1	Facilities Management
Pick-up		
Regular Cab Short Bed	8	Facilities Management
Extended Cab Short Bed	4	Facilities Management
Regular Cab Short Bed	1	Facilities Management
Regular Cab Long Bed	2	Facilities Management
Crew Cab	1	Facilities Management
SUV	2	Housing Management + Facilities Management
Total	39	

*PHA vehicles parked at the Facilities Management Garage on Hartford Avenue*

Staff Training

The department views staff training as essential to insure that the Facilities Management workforce is prepared to meet the challenges of creating a safe working environment, understanding and mastering new technology, planning and administering the workload and providing the staff with the general skills necessary to address the everyday maintenance problems encountered on the job.

A summary of training provided to Facilities Management personnel is found in Table 15. Health and Safety training made up almost 52% of all department training in FY 2002 with Planning & Administrative at 28.2%, Skills training at 16.3% and Computer training at 3.7% making up the rest of the more than 1100 total hours.

Table 17. Facilities Management Staff Training FY 2002

Date	Training Content	Number of Sessions	Number Attending	Total Hours	Average Hours per Person	Segment Percent
HEALTH + SAFETY PROGRAMS						
6/2/02	Fire Protection/Life Safety	1	2	10	5.00	
10/9/02-10/11/02	Fire Safety	2	10	25	2.50	
3/26; 3/28; & 6/20/02	Bloodbourne Pathogens/Fire Extinguisher	3	95	190	2.00	
4/23/02-4/25/02	Ergonomics	2	102	12	0.12	
3/14/02-6/20/02	Hazard Communications/ PPE/Lockout-Tagout	2	49	87.3	1.78	
4/11/02-5/16/02	Hearing Conservation	2	14	25	1.79	
11/19/01-5/23/02	Hepatitis B	5	18	13	0.72	
10/17/01	Occupational Noise Exposure	1	1	4	4.00	
3/7/02-5/16/02	Respirator	2	7	14	2.00	
8/28/01	Safety Orientation	1	10	10	1.00	
7/11/01-6/18/02	Lockout/Tagout	4	61	150	2.46	
1/8/02	Configuration Admin-Security	1	1	32	32.0	
11/8/01	Terrorism/Disaster Preparedness	1	1	3.5	3.50	
Health & Safety Segment Subtotals		**27**	**371**	**575.8**	**1.55**	**51.8 %**
COMPUTER TRAINING PROGRAMS						
7/12/01 – 7/18/01	Access 2000	2	1	2.5	2.50	
9/13/01	Document Scanning	1	1	1	1.00	
10/6/01	Moving Files	1	3	3	1.00	
1/22/02	Network Hardware Essentials	1	1	32	32.00	
4/1/02	Query Training-DPS System	1	1	2.5	2.50	
Computer Segment Subtotals		**6**	**7**	**41**	**5.86**	**3.7 %**
ADMINISTRATIVE / PLANNING PROGRAMS						
6/5/02	Employee Orientation	1	8	1	0.1	
1/1/02-4/17/02	PHA Management Course	8	7	137	19.60	
6/13/02	Risk Management	1	1	8	8.0	
3/5/02-3/19/02	Stress Management	2	94	122	1.30	
8/28/01	Legal Ethics	1	1	1	1.00	
4/30/02	Uniform Physical Standards	1	1	24	24.0	
11/13/01	Build Boston – Architectural	1	1	21	21.0	
Administration/Planning Subtotals		**15**	**113**	**314**	**2.8**	**28.2 %**
SKILLS DEVELOPMENT PROGRAMS						
3/8/02	Extermination	1	1	16	16.0	
6/5/02	Floor Care	1	16	24	1.50	
7/25/01	Maintenance Series III: Carpentry Troubleshooting	1	2	10	5.00	
8/13/01	PHA Inspector Training	1	1	35	35.00	
5/1/02-5/2/02	Team Building/Professional Dev.	2	16	96	6.00	
Skills Development Subtotals		**6**	**36**	**181**	**5.00**	**16.3**
Training Program Totals		**54**	**527**	**1,111.8**	**2.1**	**100.0**

Figure 9. Facilities Management Staff Training FY 2002
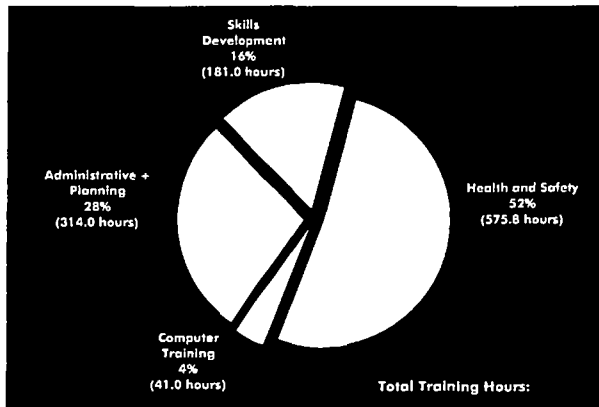
MODERNIZATION DIVISION

The Modernization Division is responsible for administering the Authority's capital projects including the preparation of the Authority's Capital Fund Annual and Five Year Plans. This includes major systems replacement and repair, and the renovation and rehabilitation of the Authority's 268 buildings and sites. Although HUD does not have a funded production program, the division is also responsible for any new construction should HUD fund a new development program. In addition to developing both the Capital Fund Program's Annual Plan and Five Year Plans, the division manages the day to day operation of the CGP and CFP budgets, produces in-house architectural plans and specifications for small construction projects, provides contract administration for A&E contacts with design professionals and consultants, prepares bid packages, coordinates bid activities, evaluates modernization and development contract proposals, prepares final contracts, and supervises construction work in progress.

Since the inception of the Comprehensive Grant Program ten years ago, the nature of modernization projects has evolved from a small number of big-budget projects to many smaller projects with budgets under $100,000. Even though most of the projects are small monetarily, they often require virtually the same commitment of staff resources to prepare the bid packages and administer the construction contracts, as do the more costly projects. Many of the smaller projects are designed in-house as opposed to the hiring of contract architects and engineers. This increasing workload with many smaller projects and the same number of employees is a challenge to the time management skills of staff.

Comprehensive Grant + Capital Fund Programs

During the fiscal year, the division administered projects with funding obligated and expended under three budgets. Activity as of June 30, 2002 included the full expenditure of the Comprehensive Grant Program budget 708 in the amount of $5,221,144. The Capital Fund Program, which is the HUD funded successor to the Comprehensive Grant Program had two open budgets. Activity this fiscal year included the obligation of $4,543,642 and expenditure of $3,363,940 of the CFP50100 budget and $1,979,724 in obligations and $1,398,903 in expenditures in the CFP50101 budget. The CFP50102 budget was pending approval at HUD in June at $4,601,981. Table 16 reflects a breakdown of budget obligations and expenditures. These figures reflect the financial position of the CGP and CFP as of June 30, 2002 as adjusted.

Table 18. Active Comprehensive Grant Program Budgets as of June 30, 2002 Approved, Obligated and Expended by Budget

Budget Number	Budget Amount	$ Obligated	% Obligated	$ Expended	%Expended
708	$5,221,144	$5,221,144	100%	$5,221,144	100%
50100	$4,747,622	$4,543,642	96%	$3,363,940	71%
50101	$4,843,932	$1,979,724	41%	$1,398,903	29%
50102	$4,601,981	Pending			

✱ CHAD BROWN/ADMIRAL TERRACE

Major kitchen modernization work, which began in 1999, has been ongoing at more than 155 units at this development. New kitchen cabinets are being installed throughout each unit as well as new countertops, stoves and refrigerators in vacated units that never received wood cabinets during HUD funded renovations in the 1980's. Odeh Engineering prepared construction documents for the structural reinforcement of the canopies along Chad Brown Street and Contractor's Network was awarded a contract for the work. During December, Henkels & McCoy, the Authority's Corrosion Engineering Firm, pinpointed and reclassified natural gas pipe leaks that were detected earlier in the year during the semi-annual leak detection survey done at those developments with gas systems owned by the Authority. Gas line repairs were completed in January by GPL Construction. In April, new steel areaway covers were installed by Contractors Network at 12 locations. These covers replaced old open grates and improved both safety and security to the basements. Robinson Green Beretta completed the design documents in May for site renovations planned for the area around the 90 Fillmore Street block. Work includes the reconstruction of an embankment behind the building including a retaining wall as well as all new sidewalks around the building. Hawkeye Construction conducted a semi-annual gas leak survey at the end of May. The survey revealed three additional Class 1 leaks which required immediate repair. Once again, GPL Construction was brought in to make the repairs.

✱ SUNSET VILLAGE

Two handicapped apartments were renovated by Green Brook Construction this year. Existing flooring was removed by ARC and new vinyl flooring was installed by Ruggieri Bros. Inc. One unit was completed in July and the second in September.

✱ ROGER WILLIAMS

As units were vacated, they have been receiving new kitchens and upgrading of bathrooms. The work included demolition of the old kitchen and bathroom, then installation of new kitchen cabinets, countertops, sinks, faucets, tub surrounds, bathroom fixtures, closet doors, and associated electrical and plumbing work. Twenty-five units were completed by the PHA Staff. The remaining fifteen units were bid out to an outside contractor, Patriot Maintenance who completed renovations including boxing in the existing ceiling beams to give each unit a more finished appearance. New floor tile installation and repainting of the units was done by other firms under contract to the

Authority. FM personnel installed protective cages around smoke detectors in the common hallways. Asbestos insulation around heating pipes was abated and replaced with insulation which is asbestos free. River Point Construction removed and replaced damaged concrete walks in several locations at the development.

✱ CODDING COURT

During December, roof repairs were made at 140 Dodge Street. This damage to the roof was caused by individuals going out onto the roof which should only be used as an emergency exit. Metro Electric replaced damaged emergency lighting fixtures in the building stair halls and battery packs in the basement emergency lighting. PHA staff installed new security cages over basement emergency lighting heads to deter vandalism. The new Administration/Social Services Building was completed and occupied in August. A new backflow preventor and new sprinkler heads were installed. Damaged concrete foundations were repaired at two locations by River Point Construction, Inc.

✱ HARTFORD PARK

Brewster-Thornton-Rapp, architects submitted design development documents for a new Community Center Building. Unfortunately, the cost estimate for the replacement building far exceeded the budget. The Authority is presently reviewing methods to reduce construction costs. Robinson-Green-Beretta completed design documents for a new Facilities Management Building. These documents were reviewed and the Authority issued a Notice to Proceed for the preparation of constructions documents in April. A contract was awarded to Western Oil, Inc. for the removal of two oil tanks and any contaminated soil behind the boiler plant and Management Office at 300 Hartford Avenue. Narragansett Improvements installed a seamless play surface, designed to prevent injuries to children, and repaired the playground equipment on the Authority's playground near Flower Street. The seamless surface replaced damaged rubberized tiles. River Point Construction removed and replaced concrete walkways at 335, 268, and 274 Hartford Avenue. LF Clavin completed external painting of 19 buildings in Phase 11 along Bodell Avenue along with the Administration Building. The work included power washing, priming and caulking. Staff carpenters made exterior repairs prior to painting. AT Electric completed installation of exterior apartment light fixtures in the 4-story buildings. PHA staff electricians installed new high security light fixtures in the open stairwells of all ten of the four story "D" buildings.

✳ DEXTER MANOR I AND II

The Card Access/Security System installed by BCM Controls, Inc. became operational in February. Tenants & employees received photo identification proximity cards to allow access to the building. Commercial Electric was awarded a contract to install a new state of the art addressable fire alarm system at Dexter I & II. During the installation of the new fire alarm system, it was discovered that the top of the ceiling panels in the suspended ceilings throughout Dexter I & II contained contaminated material, namely mouse droppings, that had to be cleaned by an environmental cleaning company prior to the commencement of work.. In addition, asbestos was discovered on the pipe insulation above the suspended ceilings and in the ceiling tiles on the 7th and 10th floors of Dexter Manor I. ARC, Inc. was awarded a contract for asbestos and rodent abatement in Dexter I and Ocean State Bldg. Wrecking & Asbestos Removal was contracted for rodent abatement in Dexter II. After cleaning and abatement, new 2x2 acoustical ceilings were installed by H. Carr & Son on the 7th & 10th floors of Dexter I and 8th floor of Dexter II. All piping involved with the asbestos abatement above the ceilings was re-insulated by Johnson Insulation Co. including domestic hot water and return piping above the 7th floor ceiling. By the end of the fiscal year, the contractor had substantially completed the replacement of the fire alarm system but acceptance of the system was delayed due to changes required by the Providence Fire Prevention Bureau to the wireless firefighters' phone system. SRB Painting painted several apartments while PHA staff painted interior staircases and elevator doors on each floor of Dexter I. Pre-cast concrete and brick piers for the ornamental perimeter fence were installed by Contractors Network and Cosco Fence installed the new fence along Broad and Foster Street. New concrete walks and retaining walls along Foster Street were completed by A. Korey Construction.

✳ DOMINICA MANOR

The Card Access/Security System being installed by BCM Controls, Inc. became operational in March. Cosco Fence installed ornamental perimeter fencing along Atwells Avenue. Patriot Maintenance was awarded a contract to install concrete mow strips after the fence was installed. Blount Bennett Architects and Creative Environment (mechanical) completed design documents for renovation of the ground floor including the HVAC system. A construction contract was awarded to Alhambra Building Company for this work. Powers Engineering completed the design phase and Commercial Electric was awarded a contract for replacement of the building's emergency generator


Renovations taking place on the ground floor and HVAC system of Dominica Manor

with a new unit. New gas lines and a concrete pad were installed during November and the unit is operational. Several vacant units had asbestos tiles and mastic abated by ARC, Inc. and subsequent new tile replacement by Ruggieri Bros., Inc.

✳ CARROLL TOWER AND PARENTI VILLA

Novare Associates was awarded a contract for the design of replacement air circulation and exhaust equipment located on the roofs of both buildings. Design contracts were signed with Powers Engineering for preparing contract documents for the installation of new fire alarm systems at both Carroll & Parenti. Noblin Associates completed design development for new roofing systems at both developments. However, AT&T Wireless leases space for an equipment platform containing on the roof at Carroll Tower. This platform must be raised in order to allow for the installation of a new roof. As the year ended, the Authority was in discussion with AT&T to raise the platform approximately two feet so that the replacement roof package could be bid. Ocean State Building Wrecking and Asbestos Abatement completed abatement of asbestos containing floor tiles and mastic in several apartments while Ruggieri Bros. installed new vinyl floor tiles in these units when the abatement was completed.

✳ KILMARTIN PLAZA

The construction of new front and rear exterior soffits and installation of new soffit light fixtures was completed. The old asbestos soffits were removed. Ocean State Bldg. Wrecking & Asbestos Removal completed the removal of asbestos floor tiles in two vacant units in November. New controllers were
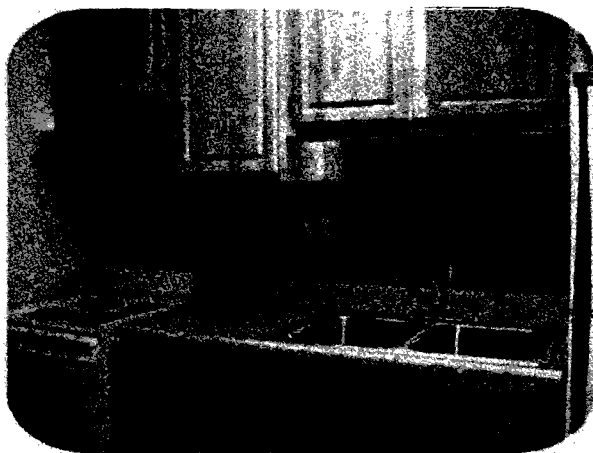
Newly renovated cabinets, countertop, sink and faucet in a Kilmartin Plaza kitchen

installed in the two elevators by ThyssenKrupp, the Authority's elevator maintenance company. The controllers should result in better operation and reduced energy consumption. Thyssen also completed the annual testing of the elevators. Pezzucco Construction was awarded a contract for the renovation of all 106 kitchens in the building including new cabinets, countertops, sinks, faucets (kitchen and bath) and installation of new energy efficient lighting fixtures and GFI's. Work was completed in October. Several new benches were installed on the site in July.

✱ MANTON HEIGHTS

As units were vacated, FM painters repaired Aristix ceilings at the development. Fix N' Paint painted several vacant apartments during the year. D & M Garage Doors completed installation of a new overhead garage door at the Maintenance Shop in February. During December, Henkels & McCoy, the Authority's Corrosion Engineering Firm, pinpointed and reclassified natural gas pipe leaks that were detected earlier in the year during the semi-annual leak detection survey done at those developments with gas systems owned by the Authority. Gas line repairs were completed at 41-43 Salmon Street during December by GPL Construction. In November, Lincoln Energy Corp. replaced the rooftop HVAC unit at the Community Center. River Point Construction removed and replaced concrete walks at 65 and 67 Salmon Street. A new section of concrete walk was installed at 41 Salmon Street.

✱ SCATTERED SITES

Two single-family scattered site units were sold during the year including 6 Caxton Street on March 4, 2002 and 6 Ringgold Street on April 26 2002 under the Federal Reserve 5H Program. Eleven scattered site units were painted by Martin's Painting and Pat Foley

Painting. PHA carpenters performed repair work prior to the painting.

✱ AUTHORITY WIDE

The department conducted its quarterly inspections of gas lines and the semi-annual leak detection surveys (conducted by a consultant). Gas systems under this program are Hartford Park, Chad Brown, Admiral Terrace, and Manton Heights. The May leak detection survey revealed three leaks which were classified as needing immediate repair. GPL Construction completed the repairs. The contract for third party natural gas supply was put out to bid and renewed with Select Energy, who was the low bidder. In January, the Chad Brown and Hartford Park Boiler Plants were incorporated into this contract.

A two year contract was signed in May with Metro Waste for Authority-Wide removal of trash and debris. The transition from the old trash removal contractor to the new one took place in June. Samuel Kinder & Bros., Inc., the Authority's contractor for the tree pruning worked at every development throughout the year. Hundreds of trees were pruned and damaged or diseased trees were removed.

Providence Housing Authority

Annual Report

on Operations

FY 2002

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Department of Resident Services

Department of Housing Management

Department of Leased Housing

Department of Facilities Management

On behalf of the Commissioners and staff, I am pleased to present the *FY2002 Annual Report on Operations* for the Providence Housing Authority. FY2002 was a year of major achievement and recognition of our accomplishments.

Moody's Investors Service Review:

One of the highlights of FY2002 was the recognition by Moody's Investors Service of our overall operations. This private rating agency undertook a thorough review of the housing authority's operations, management, financial and asset management practices over a two-month period. Upon completion they awarded the Authority with a MQ-1 rating, their highest management rating. Housing providers rated MQ-1, are judged to be managed in the highest quality manner. Moody's also cited our extensive reporting and accountability systems, our exceptionally strong strategic planning process, our strong commitment to establishing and updating policy and procedures guidelines, and our sound financial position. Moody's credited the staff and Board of Commissioners for fostering a deep culture of performance management.

Security System at High-Rises:

This past year the Authority also undertook a comprehensive review of security at our high-rise elderly and disabled developments. Our annual surveys indicated that residents in these developments felt not as safe as they would like. In response to this need, the Authority hired a security systems consultant to assess our properties to determine what could be done to better secure the buildings. The consultant advised the PHA to install close circuit cameras throughout the developments so locations could be monitored and activity recorded. We responded with a system that cost approximately $700,000. The system consists of 69 cameras mounted at every entrance and exit door in the high-rise buildings, as well as each elevator and parking area. We also hired new personnel to monitor the computer screens to identify problems and to report violations to management. Monitors are on duty 24-hours a day throughout the year. Perhaps, the most substantial improvement for security was eliminating keys for our main entrances to the high-rise developments. Residents previously made numerous copies of the keys for their relatives and friends resulting in no control over access to our property. As a result of this problem, we issued access cards, actually a proximity card, which can be deactivated if lost or if a resident moves or is evicted.

Introduction

The new card access system now allows residents to remotely allow access to their building through a panel in the development's foyer. Residents can also view their guests by viewing them on a special channel on their own televisions. The initial reaction to the system has been outstanding with many residents claiming they feel much safer with the new system.

Innovative Bond Financing:

This past year also saw the Authority take advantage of changes in the Housing Act regulations by issuing bonds for two major projects, a new community center and new Facilities Management offices and warehouse at Hartford Park, using future Capital Fund allocations from HUD as collateral. The PHA was the first housing authority in the country to accomplish this new method of financing. As a result, we were cited in *Affordable Housing Journal*. The $5.0 million bond issue will allow us to consolidate many our maintenance and modernization functions under one roof and to replace the obsolete community center at Hartford Park.

Development

We also issued bonds for Winn Management Company, our partner at Lockwood Plaza, to commence renovations of the 204-unit development. The PHA purchased this HUD foreclosed property for one dollar and convinced the Department of Housing and Urban Development to provide us with an upfront grant of $2.1 million for renovations. Once the renovations are completed, the development will be a shining example of a collaborative partnership between the private and public sectors.

The close of the fiscal year saw the resolution of the Roger Williams property in the Southside of the city. The Authority sold several acres of the remaining property to the City of Providence for a sum of $150,000 in cash, an exchange of contiguous land, and assistance in infrastructure improvements to our portion of the land, including the construction of a new road. Planning commenced on the number and type of units that will be built on the balance of the site.

Asset Management & Inventory Control:

This past year our asset management and inventory system systems were codified and newly computerized and inventory scanning was implemented. Inventory no longer has to be done by manual counting consuming numerous hours. The scanner records all inventory items that are barcoded and may be downloaded to our computer system. This project has resulted in better asset management and control of inventory.

Our **Leased Housing Department** continues to earn high administrative fees to operate the department and to assist in offsetting the costs of other programs. In FY2002, Leased Housing earned $1.9 million in administrative fees. They also earned an additional $24,600 in "hard-to-house" fees, the highest amount since the program began. These fees are a result of housing families with three or more children or disabled persons. The department has also maintained a lease rate of 103% throughout the program year, while the housing market has constricted and rents have increased substantially.

Facilities Management continues its efforts to improve and maintain the housing authority's properties. Special emphasis has been on "curb appeal" at our high-rise development to increase marketability. Decorative fencing and colorful flowerbeds have been added to most of these developments. Fifteen kitchens and bathrooms were upgraded at Roger Williams and 23 kitchens installed at Chad Brown/Admiral Terrace. The department also underwent extensive health and safety training on subjects such as such as lockout/tagout, bloodbourne pathogens, hazard communication and hearing conservation. The department also completed a record number of work orders for the year.

The **Planning and Policy Office** undertook an extensive survey of our residents to determine the

level of satisfaction with the delivery of programs and services. Overall the PHA did quite well with a sizable majority of residents stating they were either "very satisfied" or "satisfied" with PHA services in numerous areas surveyed. The PHA survey is identical to the survey conducted by HUD each year, but while HUD mails their survey to a representative sample, we mailed surveys to the entire resident population. The office also wrote numerous special reports that supplement this annual report. Each quarter they publish the results of our Goals Management Plan and track rents throughout the city.

The **Office of Management Information Services** continued its goal of maintaining the PHA at the top of the technological field with upgrades in computer hardware and software. During the year there was minimal computer downtime and new antivirus protection was installed. The office also ensured that the Authority was compliant in all computer software licenses. Combuter-based training was made available at everyone's work station resulting in saved time for personnel who previously had to schedule time and travel to attend sessions in the training room.

Housing Management continued its intensive marketing program to promote the high-rise developments. Even with the cost of rent increasing dramatically, many applicants do not favor efficiency units, which comprise 65% of our high-rise units. The Resident Selection Office staff have attended numerous promotional activities, such as Senior Citizen fairs, to promote living in PHA developments. During the year the department issued new color-coded parking passes at all the developments to control and restrict parking. This issue was a major concern for many residents.

The newly created **Department of Resident Services** completed its first full year of operation. The department was created by consolidating the former Special Projects and Community Services departments. This year the department implemented service assessments and individual plans for all high-rise residents. At our family developments the staff witnessed a 200% increase at the youth computer clubs. The sports program won five league or division championships for football, basketball, and dodgeball. They also rated very high in their customer service survey for people participating in our programs. Resident Services held its first GED

graduation ceremony and conducted citizenship education classes funded by the state Department of Education. Staff also conducted more than 500 housekeeping support visits in our high-rises (a 30% increase) and continued to operate the Health and Wellness Centers at three of the five elderly/disabled developments. In support of these efforts the department applied for more than $2.1 million in competitive grants.

Security Operations witnessed numerous accomplishments this past year. The major highlight, the access card security system, has already been mentioned. In support of that system four new staff members were hired as security monitors to man the screens twenty-four hours a day. In FY2002 there were no homicides on housing authority property; although, complaints of firearms fire have increased. The past fiscal year saw decreases in radio responses, total arrests, and narcotics arrests. The decrease, however, may be attributed to a reduction in staffing at the Public Housing Unit.

PHA volunteers assisting with the Providence Canteen at Ground Zero on September 11, 2001

Providence Housing and World Trade Center Attacks (9/11)

PHA staff members and Public Housing Unit personnel volunteered their time and energy to assist in the aftermath of the World Trade Center attack on September 11th. The same day of the attack PHU Officer Paul "Porky" O'Rourke, along with Jimmy

Lynch from Facilities Management, proceeded to the site of the tragedy (within 100 yards of so-called ground zero) with the Salvation Army's mobile Canteen Truck to serve food and beverages to the rescuers. Going without sleep for the first 24-hours, the crew served hundreds of tired rescue workers. The canteen was located at ground zero for the entire first week before being relieved by other crews. During their stay at the site other PHA personnel assisted in the operation including: HVAC Manager Gary Sprague, Security Supervisor Ralph Silva, Sergeant Ray Hull and Officer Greg Sion from the Public Housing Unit and David Paolino from the Police Reserves, who patrol the PHA's high-rise buildings. Director of Housing Management, Jay Hall, also made several trips to the area to assist his brother, who operated a food service for rescue workers. Our hats go off to these selfless individuals who, once again, exhibited their sense of service.

On the pages that follow you will find important information about every measurable PHA activity. I hope this report helps you to better understand the operations of the Providence Housing Authority. We are much more than bricks and mortar. Our holistic approach to serving our residents has resulted in numerous awards of recognition from our peers and the federal government. On behalf of the Commissioners and staff, thank you for your support.

Stephen J. O'Rourke,
Executive Director

PHA strategic planning team members at a strategic planning session, Alton Jones
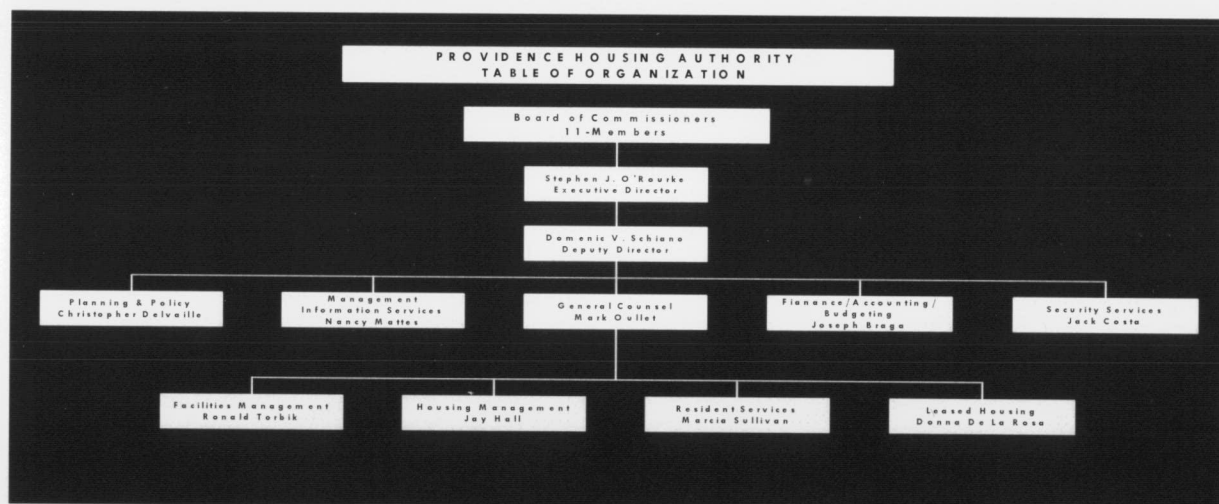
Office of the
Executive
Director

EXECUTIVE DIRECTOR'S SUMMARY

The Office of the Executive Director is responsible for the planning, organizing, directing, staffing and controlling of the day-to-day activities at the Providence Housing Authority. The office consists of the Executive Director, Deputy Director, Special Assistant to the Executive Director and an Administrative Assistant.

The Executive Director reports to the Board of Commissioners, whose members are appointed by the mayor and city council. The executive director oversees a staff of 259 organized in a line and staff table of organization consisting of five offices (Finance, Accounting and Budget, Management Information Services, Planning & Policy, Security Operations, and General Counsel) and four line departments (Facilities Management, Housing Management, Leased Housing and Resident Services).

Figure 1. PHA Table of Organization

PROVIDENCE HOUSING AUTHORITY
TABLE OF ORGANIZATION

Board of Commissioners
11-Members

Stephen J. O'Rourke
Executive Director

Domenic V. Schiano
Deputy Director

Planning & Policy
Christopher Delvaille

Management
Information Services
Nancy Mattes

General Counsel
Mark Oullet

Fianance/Accounting/
Budgeting
Joseph Braga

Security Services
Jack Costa

Facilities Management
Ronald Torbik

Housing Management
Jay Hall

Resident Services
Marcia Sullivan

Leased Housing
Donna De La Rosa

Board of Commissioners

At the close of the fiscal year, the board of commissioners consisted of nine members, two short of authorized strength. Former city councilman, Robert Clarkin, resigned his position representing the city council after accepting city employment, which required him to leave the city council and board. Councilman Clarkin served with distinction for more than eight years and rarely missed a meeting. He brought dedication, wit and good humor to each meeting. His board colleagues and the staff will miss

him. At his last meeting in June, he was recognized with an Award of Service from the board and a Special Award of Appreciation from the staff for his enthusiastic support. The other vacant seat on the board is reserved for a resident, which we hope to fill after resident elections in the spring.

The Board of Commissioners conducted eight regular meetings and one special two days training and development meeting in FY 2002. The attendance rate at meetings was 71% with a 90% attendance rate

at the board's training and development meeting. The 71% rate for meeting attendance was slightly lower than last year's attendance rate of 74%.

Table 1. Board of Commissioners Meeting Attendance FY 1998 – FY 2002

Year	Number of Meetings	Training Sessions	Attendance Rate
FY 2002	8	1	71%
FY 2001	7	1	74%
FY 2000	8	1	78%
FY 1999	7	1	80%
FY 1998	9	0	80%

In addition to regular meetings, each commissioner is assigned to and attends committee meetings. There are four committees of the board: (1) Executive/Planning, (2) Finance & Audit, (3) Resident Services, and (4) Asset Management. The latter two committees are newly named to reflect their increased role and focus. Resident Services, previously known as Resident Relations, now provides oversight of the numerous programs provided our residents, rather than dealing directly with resident complaints. The Asset Management Committee, formerly known as the Modernization or Capital Improvements Committee, has broadened their oversight into management operations, as well as capital improvements.

The PHA Board of Commissioners at the 2002 Annual Board Retreat

Board Training and Development Retreat

The board holds an annual training and development retreat each year in April to conduct planning and to hone their skills as commissioners. This year's two-day session was comprehensive and involved three outside speakers, as well as the staff-led briefings.

Ten of the eleven sessions planned for the retreat actually were conducted. They were:

✳ SURVEY OF ORGANIZATIONAL EXCELLENCE

The executive director presented an overview of the annual Survey of Organizational Excellence, an 86-question survey of staff members developed by the University of Texas to measure the strengths and weaknesses of an organization. The survey organizes the survey around five workplace dimensions and consists of twenty survey constructs like team effectiveness, pay and benefits, work quality, job satisfaction, time and stress and other indicators. The survey is conducted with each department at the PHA. The executive director reported that the PHA improved in every category except one and that one (fairness of pay) was still rated positive.

✳ WHAT'S NEW AT HUD?

Nancy Smith, the Department of Housing and Development's highest-ranking officer in HUD's Rhode Island office conducted this session/briefing. Nancy discussed several issues including: new program initiatives, HUD's FY 2003 budget, collaboration with HUD, and HUD's Public Housing Assessment System. Ms. Smith also answered questions.

✳ ALL YOU EVER WANTED TO KNOW ABOUT BONDS

Robert Solomon from Beekman Securities in New York City, and the PHA's financial advisor, presented two slide presentations on bonds and their applicability to the PHA. His presentation included bond basics and their uses to finance capital improvements through debt financing, which was recently authorized in the last Housing Act.

✳ EVALUATING THE EXECUTIVE DIRECTOR

Mary Lou Crane, former HUD Regional Administrator, and now a consultant, conducted a session for the board on how to conduct an evaluation of the executive director's performance using various performance instruments. Ms. Crane brought her years of experience at HUD and as a former public housing executive director to the presentation.

* STRATEGIC PLANNING AND GOALS MANAGEMENT PLAN UPDATES

Chris Delvaille, Planning & Policy Manager, updated the board on the progress made in the second year of our strategic plan. This was accomplished by reviewing the goals management plan and the progress in completing the goals, objectives and tasks in the plan. The board was informed that all major goals were either completed or were on schedule.

* PUBLIC HOUSING ASSESSMENT SYSTEM (PHAS)

The executive director led a briefing session on HUD's assessment system, which measures public housing authorities in four areas: (1) General Management Operations, (2) Financial Condition, (3) Physical Inspection of Properties, and (4) Resident Surveys (More about the results of PHAS 2002 in the next section.)

Staff members presented a slide show indicating the results of the PHA's Resident Survey. While HUD surveys a small portion of the PHA population for their PHAS Resident Survey, the PHA mails surveys to the entire population of public housing residents. (For further information about the PHA's Resident Survey, please request a copy of the entire survey report.)

* BOARD BY-LAWS AND POLICIES REVIEW AND UPDATE

Commissioner Paul Waldman presented a review of proposed changes to the Board Policies for consideration at the next regular board meeting. Several policies were suggested for amendment after a thorough discussion by the board members, including committee responsibilities.

* CASE STUDIES

The executive director led a spirited discussion on a case study involving the building of additional scattered site housing throughout the city. The case study offered the board an opportunity to review and debate various arguments concerning a real-life situation involving the housing authority. The scattered site case study consumed all the time allotted for case studies.

* ANNUAL PLAN UPDATE

The board was presented with the updated Annual Plan required by HUD. The PHA uses its own strategic plan as the basis for creating HUD's Annual Plan. A copy of the Annual Plan was distributed to each commissioner.

Due to the lack of time, the board was unable to conduct its own self-assessment, which will be scheduled for a later date.

A review assessment of the board training and development retreat indicated that every board member rated the sessions highly and found the information valuable in conducting their duties as board members.

Public Housing Assessment System

The PHA received an overall score of 86 out of a possible 100 points on the annual Public Housing Assessment System in FY 2002. PHAS is HUD's system of measuring certain performance indicators for housing authorities. PHAS consists of four parts:

- General Management Operations (30-points of total)
- Financial Condition (30-points of total)
- Physical Condition (30-points of total)
- Resident Survey (10-points of total)

The rating of 86 was a seven-point improvement over last year's score of 79. The greatest improvement in the PHAS score was in the Physical Condition Indicator, which improved by 57% from 14 points to 22 points. [See Table X for comparison.]

Table 2. PHAS Score Comparison FY 2002 / FY 2001

Indicator	Maximum Score	FY 2002 Score	FY 2001 Score
Physical	30	22	14
Financial	30	26	28.5
Management	30	29	27.7
Resident	10	9	8.8
Total	**100**	**86**	**79**

Listed below are the scores the PHA achieved over the last six years that HUD has measured performance. HUD revamped the rating system in FY 2000 to a more comprehensive rating system. The predecessor program, Public Housing Management Assessment System (PHMAP), only measured what is now one component of the PHAS, General Management Operations.

Table 3. HUD Performance Measurement Systems FY 2002/FY 1997

Year	System	
	PHAS	PHMAP
FY 2002	86.0	
FY 2001	79.0	
FY 2000	88.1	
FY 1999		100
FY 1998		100
FY 1997		100

Section 8 Management Assessment Program (SEMAP)

The PHA received an 89% for its FY 2002 SEMAP score. HUD developed this performance management system to rate public housing Section 8 programs much like they have for the public housing program. In FY 2002, HUD changed how the defined "utilization rate," one of 15 indicators. Previously, "utilization rate" was measured by how many units allocated were actually leased. Now, the utilization rate is based on funds allocated. Due to the incomes of Section 8 participants and the rents charged, a housing authority could have a 100% lease rate and funds remaining in their Section 8 accounts. This was the situation with the PHA at the close of the fiscal year. We received the maximum score in all the other 13 rating categories, but scored poorly on utilization. Our overall score is exemplary, but measured against the former standard; we would have rated over 100% (due to "bonus point" allowed in the system.

Moody's Investors Service Management Quality Rating

This past spring Moody's Investors Service conducted a comprehensive management review of the PHA's management operations, financial condition, and asset management operations. Moody's awarded the PHA a management quality rating of MQ-1, their highest management rating defined as:

> "Housing providers rated MQ-1 are judged to be managed in the highest quality manner."

> "This rating reflects PHA's strong management team and experienced Board of Commissioners that has instituted a very strong culture of performance management and accountability, which

has resulted in very favorable housing operations, its sound financial condition, and its overall satisfactory housing stock."

Moody's also identified numerous strengths exhibited by the PHA such as:

- Management has fostered a very strong and deep culture of performance management and accountability, which has resulted in management's ability to extensively monitor and track the operations of its public housing and to effectively operate its public housing based on an analysis of information collected.

- The Authority undertakes an exceptionally strong strategic planning process. PHA's strategic planning efforts include very strong needs assessments as well as superior follow-up evaluations and analysis.

- Management has a strong commitment to establishing and updating policy and procedures guidelines for virtually every aspect of its operations thereby enabling high quality and consistent operations of its portfolio.

- PHA's favorable operations are evidenced by strong rent collections and work order completion rates.

- Strong focus on resident services has resulted in a good track record of obtaining federal, state and local resources. A comprehensive array of resident services is offered to help tenants become more self-sufficient.
- PHA's sound financial position is evidenced by its very strong reserve levels, its profitable Section 8 program and only a small deficit in its public housing program. (EDITOR'S NOTE: The PHA will complete FY 2002 with a public housing surplus of $374,804)

- The PHA has begun some targeted entrepreneurial activities that will begin to give the Authority an additional ongoing stream of revenue without infringing on the role of the strong not-for-profit housing delivery system in Providence.

Survey of Organizational Excellence

Each year for the last three years the PHA has conducted a Survey of Organizational Excellence, a survey instrument used to measure the strengths and weaknesses of our organization.

The Survey assessment is a framework, which at the highest level, consists of five Workplace Dimensions capturing the total work environment. Each Workplace Dimension is composed of several Survey

Constructs designed to broadly profile areas of strength and concern so that interventions may be targeted appropriately. Survey Constructs are developed from the Primary Questions series of 86 questions. Scores for the Constructs range from 100 to 500. Any construct rating higher than 300 is considered more positive than negative. Any score below 300 is considered more negative than positive. Any score below 200 requires immediate management action.

The PHA, overall, has done well over the last three years, achieving our highest scores this past fiscal year.

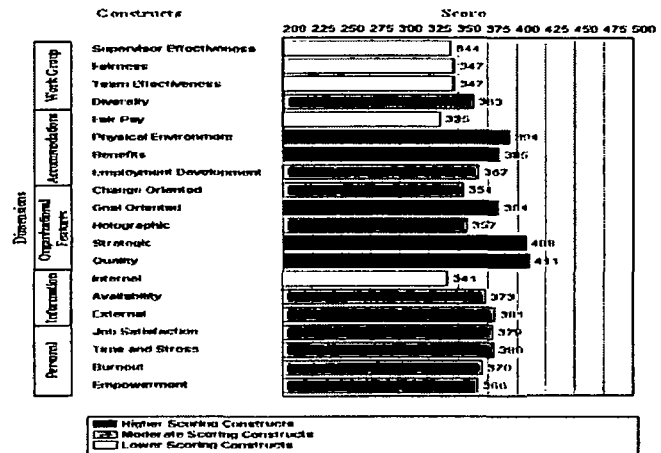### Figure 2. PHA Survey of Organizational Excellence Construct FY 2002

Table 4. Survey of Organizational Excellence Scores FY 1999 – FY 2001 / FY 2002.

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

Bond Financing

The PHA continued to provide bond financing for eligible projects undertaken by housing providers. One criterion used to determine whether to provide financing to developers is whether the units will remain affordable. PHA charges an administrative fee to developers/owners for providing the bonding capacity of the PHA.

✱ CAPITAL FUND (DEBT FINANCE) BONDS

The PHA also issued bonds for its own purposes this past year utilizing a newly legislated provision of the Housing Act. The PHA issued bonds totaling $4,280,000 million to construct a new community center and maintenance facility for our Facilities Management Department. The PHA used our annual Capital Fund allocation as collateral for repayment on the bonds. Should HUD or the Congress terminate funding of the Capital Fund Program, they, rather than the PHA, would be responsible to retire the outstanding debt. The PHA was the first housing authority in the country to go to the bond market using this method. We were cited for this achievement in Affordable Housing Finance Journal in May.

✱ REHABILITATION BONDS

The PHA also issued $4,050,000 million in bonds to raise funds to complete renovations at the newly acquired Lockwood Plaza development. Own development partners, Winn Management Company, will retire the bonds through annual payments. (See below.)

Development Activities:

The PHA continued to maximize its efforts to maintain and expand affordable housing opportunities in the City of Providence. Two development projects were advanced in FY 2002:

✱ LOCKWOOD PLAZA

The PHA closed on the HUD foreclosed property in FY 2002 and, after a nationwide selection process, selected Winn Management Company of Boston, MA as our development partners. He partnership negotiated an upfront grant from HUD for $2.4 million to be used for renovations. The PHA also issued a $5.0 million bond to assist in the renovation. Upon closing, HUD issued the PHA 206 Section 8 vouchers for residents currently residing at Lockwood Plaza. The vouchers are "portable" meaning the residents could, if they so choose, move to another location. Most residents, however, chose to remain at Lockwood after reviewing the improvements that would take place. As a result of the Lockwood Plaza collaborative, the PHA received $125,000 payment,

which has partially been paid, and will receive two percent of the annual rent roll or a minimum annual $20,000 asset management fee, whichever is greater. Renovations are scheduled to be completed before the end of 2002. The improvements, particularly the grounds improvements, will enhance the appearance of an already improved neighborhood.

✱ ROGER WILLIAMS

FY 2002 saw the successful completion of negotiations over the remaining Roger Williams Homes site. The city, through its Public Building Authority, offered the PHA $150,000 cash settlement, additional city-owned contiguous housing lots, and assistance with infrastructure improvements on the remainder of the site, where we intend to construct housing. The site they purchased will have a school constructed on it. PHA, with its development partner, Family Housing Development Corporation, has begun planning the construction of at least 50 units of rental housing on the balance of the site. The contiguous properties will be used to develop single-family homeownership opportunities.

Figure 3. Roger Williams Site

ROGER WILLIAMS SITE — EXISTING / PROPOSED — SITE PLAN
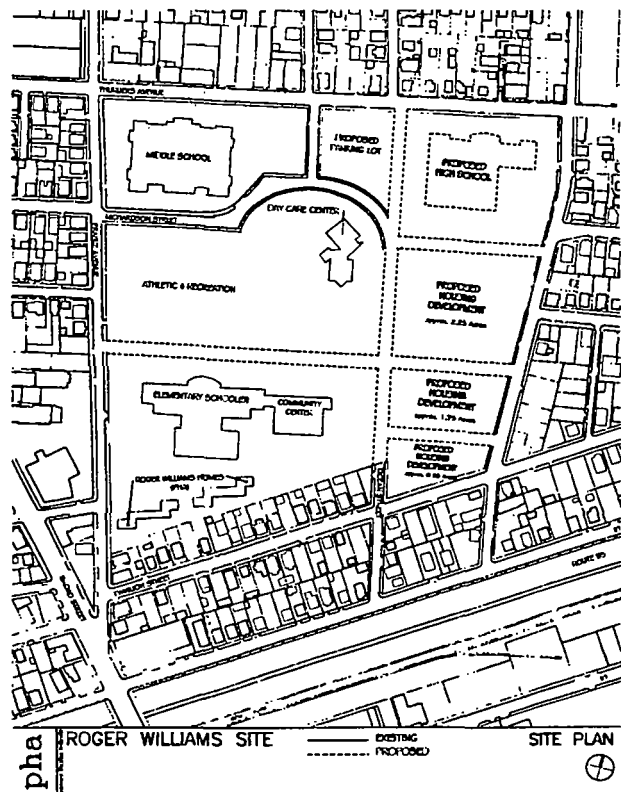
HUMAN RESOURCE + PERSONNEL ADMINISTRATION
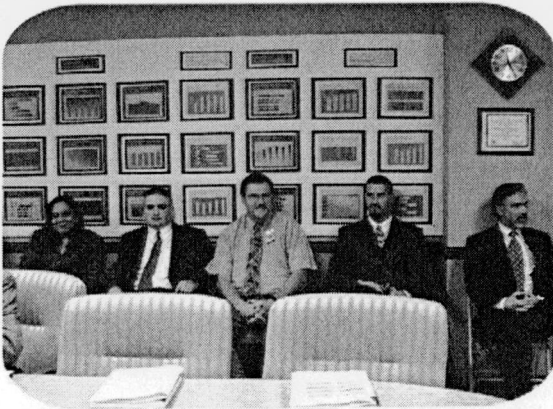
Employees who attended the PHA Management Course

Recruitment, Selection + Appointment of Personnel

Managing Human Resources at the Providence Housing Authority involves promoting creative responses to challenging work as well as guarding against unethical or unlawful practices. We are concerned not only with finding good leaders, but also with forming a group of people with different skills to work together for the common good of the Authority. This is accomplished by:

- Setting up Rules (Policies & Procedures)
- Providing Good Management
- Hiring the Right People
- Ensuring Good Communication
- Treating Employees with Respect, Dignity and Fairness

The Authority will thrive with proper management of its most important resource; it's people. Therefore, it is critical to find and choose the best employees possible. The quality of employment, benefits and staff activities directly affects turnover, recruitment costs, EEO data, claims, and training expenses all of which have a significant impact on the Authority's operating budget.

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

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

✷ STAFFING

At the close of FY 2002, the Providence Housing Authority employed 259 staff members – 182 permanent and 77 temporary employees. This represents a decrease in staff over last year of 25 employees or 8.8%.

Figure 4. Staffing FY 2002

Temporary
(77) 30%

Permanent
(182) 70%

Total Employees: 259
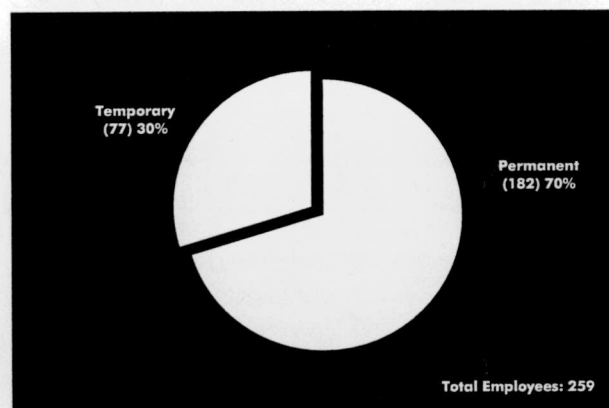
The Facilities Management Department has the largest workforce within the PHA with a staff of 124 (99 permanent and 31 temporary employees). The second largest department is Housing Management with 32 employees (30 permanent and two temporary). The

Resident Services Department, a consolidation of the former Community Services and Special Projects Departments consists of 35 employees (21 permanent and 14 temporary). Leased Housing has 15 permanent employees. The remaining staff members come under the umbrella of the Executive Office and include the Office of Management Information Services, the Office of Planning & Policy, the Office of Finance, Accounting & Budgeting, the Office of Security Services, the Office of General Council and the Executive Office totaling 53 employees (23 permanent and 30 temporary employees most of which can be attributed to security staff and summer interns).

✱ RACIAL COMPOSITION OF STAFF

The staff of the PHA is diverse and represents the ethnic diversity of Providence. The racial composition of the PHA staff is as follows. White: 153 (59.1%); African American: 49 (18.9%); Hispanic: 52 (20.1%); Asian: three (1.2%); and Other: two (0.8%).

The number of non-minority employees and the number of minority employees decreased by 1.9% and 17.2% respectively from FY 2001.

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

Table 5. Staff Composition by Race FY 2002

Race	Permanent		Temporary		Total	
	Number	Percent	Number	Percent	Number	Percent
White	119	45.9%	34	13.1%	153	59.1%
African American	29	11.2%	20	7.7%	49	18.9%
Hispanic	29	11.2%	23	8.9%	52	20.1%
Asian	3	1.2%	0	0.0%	3	1.1%
Other	2	0.8%	0	0.0%	2	0.8%
Total	182	70.3%	77	29.7%	259	100.0%

Figure 5. Racial Composition of Staff FY 2002
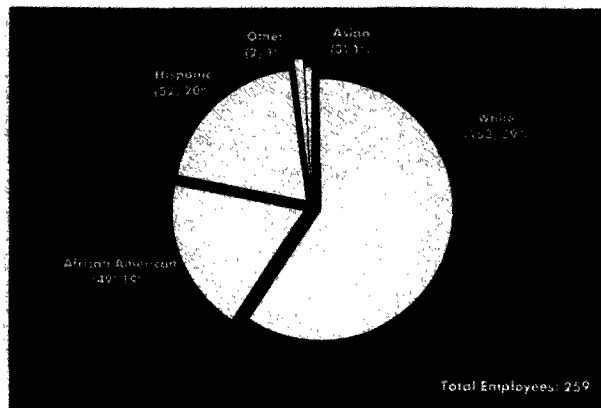
✱ GENDER COMPOSITION

The total composition of both permanent and temporary personnel for FY 2002 is 153 (59.1%) males and 106 (40.9%) females. Male employees comprised 40.9% of permanent staff and 18.1% of temporary staff while females comprised 29.3% of permanent staff and 11.6% of temporary staff.

Figure 6. Gender Composition of Staff FY 2002
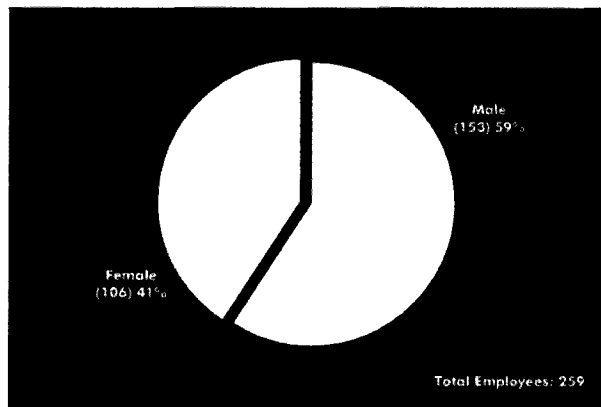
✱ NEW HIRES

In FY 2002, seventy-eight new employees were hired. Of this total, seven (9%) employees were hired on a permanent basis while 71 (91%) were hired temporarily. Of the seven permanent positions, six are still actively employed. Of the 71 temporary employees hired, 33 are actively employed, seven have been laid off temporarily and 31 have terminated. Temporary employees filled positions in the Facilities Management Department, Resident Services Department, Housing Management Department, and the Executive Office.

Thirty-seven (37) employees were promoted during FY 2002, nine of which were promoted from a temporary to a permanent position.

Figure 7. New Hires FY 2002

Permanent
(7) 9%

Temporary
(71) 91%

Total New Hires: 78
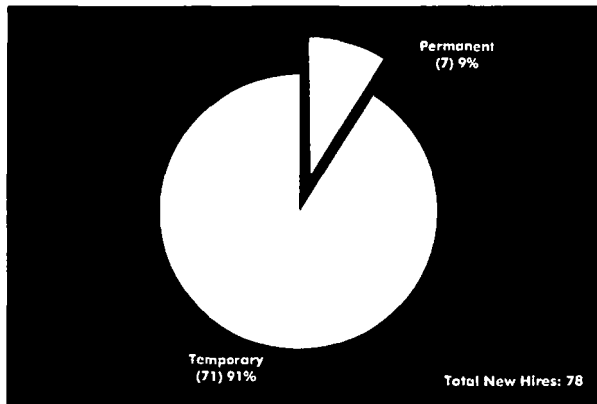
✱ TERMINATIONS

In FY 2002, 80 employees terminated their employment with the PHA. Of this number, 16 (20%) were permanent employees and 64 (80%) 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 8. Terminations FY 2002

Permanent
(16) 20%

Temporary
(64) 80%

Total Terminations: 80
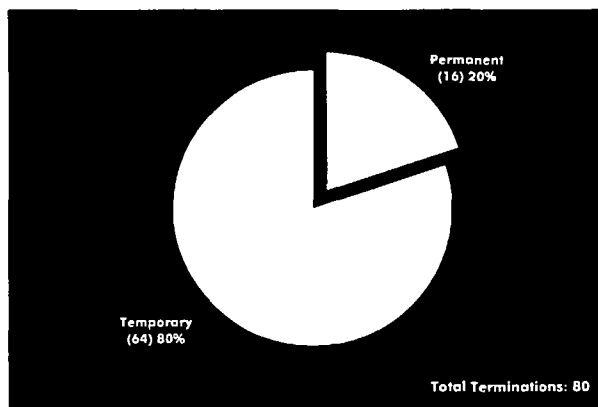
✱ RETIREMENTS

In fiscal year 2002, five employees retired from their position at the Housing Authority with a combined total of just over sixty-five (65) years of work experience.

✱ RESIDENT RECRUITMENT AND EMPLOYMENT

In 1993, the PHA created a Resident Recruitment and Employment Program. It is the responsibility of the Authority's Personnel Officer to maintain a list of

qualified tenant applications to fill vacant positions. As jobs become available, resident applications are reviewed for qualifications. Residents selected for this program are not assessed an increase in their rent during their six-month trial period. Only after the training period has been completed are rents adjusted to take additional income into consideration. The training program, which consists primarily of on-the-job training and some classroom work, provides positive incentives for residents to seek employment, better their lives and become productive members if the community. The Employment Support Center, with its flexible class schedule, has made it easier for residents to train and prepare themselves for the labor market.

The PHA currently employs 52 residents, 25 in permanent positions and 27 in temporary positions. These numbers represents 14% of the permanent staff and 35% of the temporary staff. Most residents are employed in entry-level positions such as Activity Assistants, clerical and maintenance jobs and lower to middle management positions. Through this program the PHA establishes opportunities for residents to:

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

Figure 9. Resident Employment FY 2002

Permanent
(25) 14%

Temporary
(27) 35%

Total Resident Employees: 52
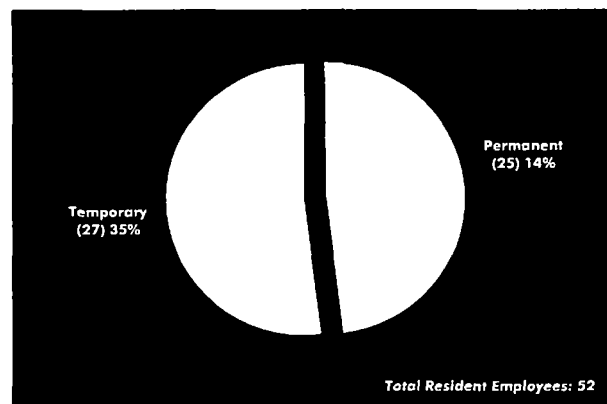
✱ BARGAINING UNITS

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 69 (37.5%) employees; the Laborer's Union represents 94 (51.1%) employees; the Painter's Union represents 12 (6.5%) employees; and the Carpenter's Union represents nine (4.9%) employees. All employees, with the exception of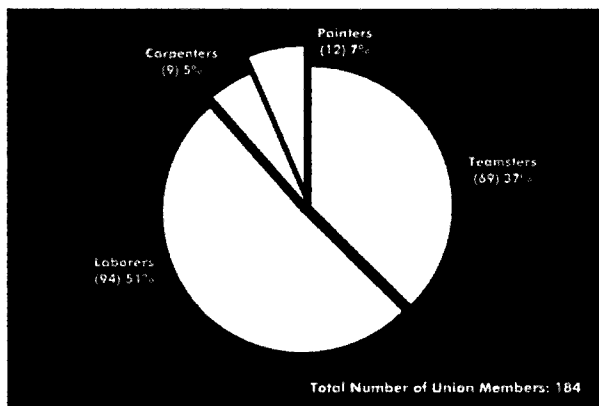 the Executive Director, Deputy Director, Special Assistant, Secretary to the Directors, Legal Counsel and all temporary personnel, are covered by one of the four bargaining units cited above. Relations are cordial and professional.

Figure 10. Union Representation FY 2002

Total Number of Union Members: 184

✱ GRIEVANCES & ARBITRATION

Management and labor enjoy a good working relationship at the PHA. Managers and union members work together to solve problems before grievances are filed. However, there are times when labor issues must be resolved through the grievance and/or arbitration process. During the past fiscal year, seven grievance sessions were held, thirteen (or 65%) fewer than FY 2001.

Table 6. Labor Grievances FY 1993 - 2002

Year	Number of Labor Grievances
FY 1993	4
FY 1994	5
FY 1995	4
FY 1996	5
FY 1997	28
FY 1998	12
FY 1999	9
FY 2000	11
FY 2001	20
FY 2002	7

✱ ABSENTEEISM

Employee absenteeism continues to be a problem for the Authority, at times due to our liberal leave policy (12 sick days per year). Absenteeism can be particularly critical on certain jobs and shifts. During the past year, the Authority has attempted to control absenteeism by monitoring excused and unexcused absences and implementing the progressive discipline process for patterns of excessive absenteeism. During FY 2002, 1.3% of all hours were classified as sick hours. While this percentage may appear small, it amounts to over six thousand work hours. We will continue to analyze work absences and try to improve situations before they become a problem.

Table 7. Absentees FY 2002

| Type of Hours	Hours	% of Total
Regular Hours	465,997	92.1%
Sick Hours	6,337	1.2%
Vacation Hours	21,467	4.2%
Comp Hours	2,557	0.5%
Wk Comp Hours	2,809	0.6%
FMLA Hours	6,833	1.4%
Total	506,000	100%

Wages and Benefits

✱ WAGES

At the beginning of each calendar year, the Authority negotiates salary rates with the four unions representing PHA employees. After an analysis is conducted, taking into consideration projected funding from HUD and other sources, a negotiation plan is

created and a proposal is offered to the unions. Determination is then made as to which contract provisions should be deleted or revised in order to provide a wage and benefit increase within the limits of the funds available in the budget. This past year all unionized personnel were provided with a 3% wage increase. This increase was greater than the inflation factor by .3% represented by the Employment Price Index (EPI). The annual increase is in addition to step increases that employees are entitled to if they have not reach the final step in their pay scale.

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

Figure 11. Average Wage Increase Versus Consumer Price Index FY 1993 – FY 2002
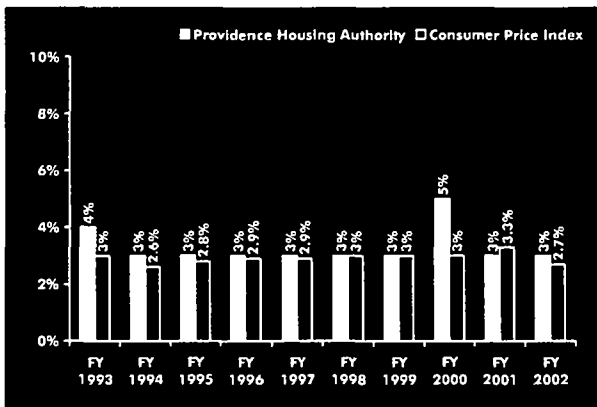
Wages have remained competitive at the PHA even though HUD's "inflation factor" (the rate of increase in our annual budget determined by HUD) has been insignificant. PHA negotiated wage increases have been keeping pace with the EPI. Over the last ten years the EPI has risen 29.2%, while wages at the PHA have increased by 33% (not including employee step increases) since FY 1993. On average, wages at the PHA rise approximately 3% annually.

✳ HEALTH + DENTAL BENEFITS

Employees of the Housing Authority receive a generous benefit package, which includes medical and dental coverage, a contributory retirement plan, educational benefits, sick leave, vacation and holidays.

As the cost of heath care continues to rise, health insurance is becoming an increasingly valuable employee benefit. The Housing Authority is committed to providing the best medical and dental

coverage for its employees. Since December of 1999, the Housing Authority has elected to cover its employees under United Healthcare of New England as they offered the most complete coverage package at an affordable rate.

Unfortunately, because rates have increased so dramatically, the Housing Authority has been forced to ask employees to contribute towards healthcare expenses. A new policy was instituted where all employees hired after July 1, 2000 must contribute 10% towards the cost of an individual plan and 20% towards the cost of a family plan. We have been able to assist these employees by deducting contributions on a pre-tax basis.

As can be seen in the charts following, healthcare costs have risen 40.5 since FY 1997. During FY 2002, the Housing Authority paid $1,159,583 for healthcare as opposed to $1,046,358 in FY01, an increase of 10.8%. We have been able to offset some of this expense through employee contributions totaling $14,476 and through COBRA payments of $32,718. Dental expenses have also risen from $92,912 in FY 01 to $97,525 in FY 2002, an increase of 4.9%. Again, we were able to offset this amount through employee contributions totaling $1,655 and COBRA payments of $2,927.

Table 8. Health Care Costs per Employee FY 2002

Year	Total Cost	Number of Employees	Cost per Employee
FY 1993	699,877	151	4,635
FY 1994	700,616	157	4,463
FY 1995	687,804	156	4,409
FY 1996	810,453	164	4,942
FY 1997	$824,780	169	$4,880
FY 1998	$681,356	174	$3,916
FY 1999	$711,480	181	$3,931
FY 2000	$849,885	189	$4,497
FY 2001	$1,046,358	169	$6,191
FY 2002	$1,159,583	163	$7,114
% Change FY 2001 – FY 2002	10.8%	-3.5%	14.9%
% Change FY 1993 – FY 2002	65.7%	7.9%	53.5%

**Figure 12. Health Benefit Costs
FY 1993 – FY 2002**
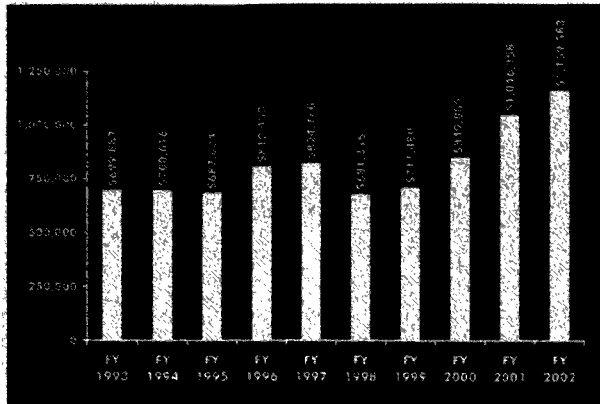
**Figure 13. Dental Benefits Costs
FY 1993 – FY 2002**
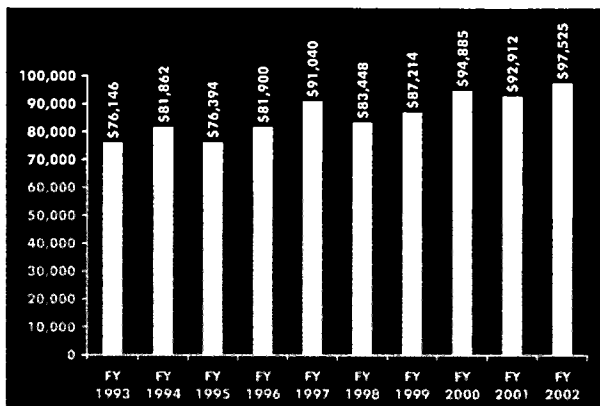
✶ PENSIONS

All permanent, union employees have two contributory pension plans: their union plan and the PHA-provided Mutual of America plan. Over the past five years, pension costs have increased by 27% from $637,278 in FY 1998 to $808,803 in FY 2002. The cost per employee has only risen 4% from $3,428 in FY 1996 to $3,992 in FY 2001. The number of employees participating in this plan has increased 17% from 164 in FY 1996 to 192 in FY 2001.

**Table 9. Pension Costs per Employee
FY 1993 – FY 2002**

Year	Total Cost	Number of Employees	Cost per Employee
FY 1993	490,628	151	3,249
FY 1994	529,175	157	3,371
FY 1995	531,118	156	3,405
FY 1996	562,118	164	3,428
FY 1997	671,236	169	3,972
FY 1998	$637,278	174	$3,663
FY 1999	$682,818	181	$3,772
FY 2000	$728,375	190	$3,834
FY 2001	$766,401	192	$3,992
FY 2002	$808,803	181	$4,469
% Change FY 2001-FY 2002	5.5%	-5.7%	11.9%
% Change FY 1993-FY 2002	64.8%	19.9%	37.5%

**Figure 14. Total Pension Costs
FY 1993 – FY 2002**
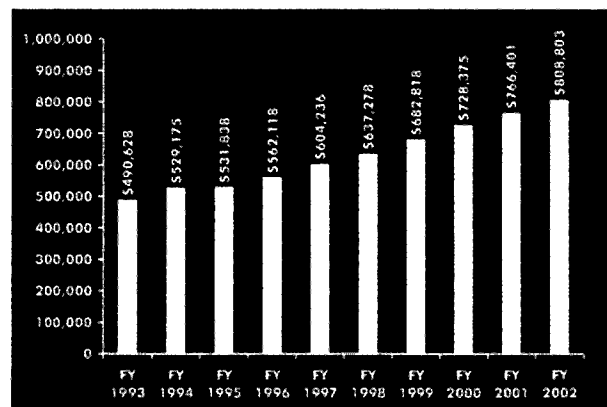
The following table illustrates the percentage of funds the Authority contributed to each plan.

Table 10. Pension Plan Costs FY 2002

Pension Plan	Costs to PHA	Percentage of Total
Laborers	$226,101.60	27.9%
Teamsters	$181,590.00	22.5%
Painters	$37,860.81	4.7%
Carpenters	$44,186.40	5.5%
Mutual of America	$319,064.61	39.4%
Total	**$808,803.42**	**100.0%**

Risk Management and Safety
✳ WORKERS COMPENSATION

After steadily declining from 1996 to 1999, worker compensation claims began to rise in 2000 and 2001 with 42 and 51 claims filed, respectively. In fiscal year 2002 they have, once again, declined. There were 27 claims filed this past year, a decrease of 47% from FY01. As a result our workers compensation premiums have only increased by 3.4% from last year, but have almost doubled what they were five years ago. Our cost per employee is $826 compared with $729 last year, a 13.3% increase.

The total number of days lost from work due to workers compensation injuries in FY 2002 was four hundred fifty-three days (453). Of the 27 claims processed, 20 employees lost no time or less than two days from work. The remaining seven employees lost anywhere from six to forty weeks or an average of 12.7 weeks each. In a continued effort to reduce the number of workers compensation injuries, the PHA follows the guidelines outlined in the Risk Control Plan, which requires PHA staff to:

- Conduct monthly Safety Committee meetings
- Increase the amount of safety awareness training and injury prevention provided
- Respond swiftly to correct all reported safety problems
- Investigate and document all accidents
- Provide a medical delivery system
- Case Manage all injuries
- Offer "Light duty" to injured personnel

Figure 15. Workers Compensation Claims FY 1993 – FY 2002
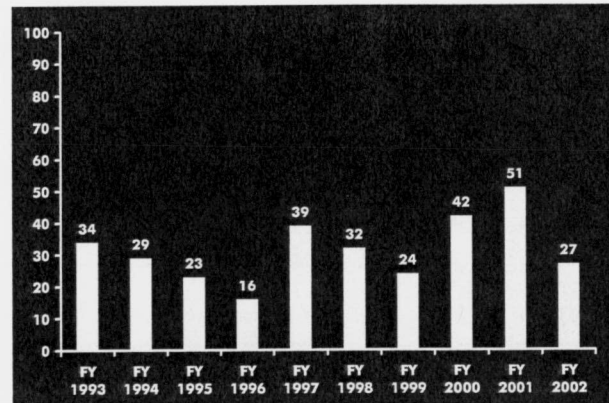
Table 11. Workers Compensation Claims FY 2002

Time Lost From Work	# Injuries
No Time Lost	15
< One Week	5
> One Week and < Six Weeks	3
> Six Weeks and < 12 Weeks	2
> 12 Weeks and < 15 Weeks	1
> 15 Weeks	1

PHA staff enjoying a game of volleyball at the annual employee outing in Newport, RI

Table 12. Workers Compensation Premiums FY 1993 – FY 2002

Policy Year	Premium	Percent Change from Previous Year	Number of Employees	Cost per Employee
1993-1994	529,346	16.0%	218	2,428
1994-1995	438,529	-17.2%	222	1,975
1995-1996	352,420	-19.6%	251	1,404
1996-1997	207,171	-41.2%	229	905
1997-1998	122,000	-59.0%	266	459
1998-1999	$111,233	-8.8%	234	$475
1999-2000	$100,046	-10.1%	260	$385
2000-2001	$133,384	+33.3%	278	$480
2001-2002	$207,000	+55.2%	284	$729
2002-2003	$214,000	+3.4%	259	$826

Table 13. General Liability Premiums FY 1993 – FY 2002

Policy Year	Premium	Percent Change from Previous Year	Losses	Outstanding Liability
1993-1994	$110,500	-5.3%	$16,973	$91,553
1994-1995	$88,293	-20.1%	$29,602	$39,475
1995-1996	$101,967	15.5%	$876	$16,823
1996-1997	$111,467	9.3%		
1997-1998	$124,490	11.7%	$10,439	$20,129
1998-1999	$118,151	-5.1%	$8,139	$89,061
1999-2000	$135,172	+14.4%	$132	$22,868
2000-2001	$122,994	-9.0%	$1,577	$75,923
2001-2002	$150,158	+22.1%		
2002-2003	$169,000	+12.5%		
Total			**$11,375**	**$210,325**

✱ GENERAL LIABILITY INSURANCE

Over the past five years, liability insurance premiums have fluctuated. Premiums for the upcoming year have increased by 13% from $150,158 to $169,000. The increase in insurance cost for the fiscal year beginning July 1, 2002 was due to increases in our property values and changes in new insurance guidelines issued by reinsurers of property insurance after the September 11, 2001 terrorist attacks. They include major increases in pricing as well as new limitations on coverage. The effective implementation of the five risk control techniques, have been the tools used by the Authority to reduce the risks before they happen. These techniques have been essential to the success the Authority is having in keeping its insurance costs low prior to the terrorist events.

✱ SAFETY COMMITTEE

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

Our most valuable assets are our residents and our personnel. Providing a safe environment in which to work and live is a primary objective of Housing Authority's safety program. This program has been in existence for over ten years. Its goals are to provide training and ongoing education in risk management to residents and staff of public housing. To be successful, such a program must embody the proper

attitudes towards injury and illness prevention regarding safety and health matters. In an effort to reduce the number of disabling injuries and illnesses, management agrees to provide all mechanical and physical facilities required to ensure the highest standards of personal safety and health.

The Safety Committee consists of volunteer staff members from each department. They meet on a quarterly basis. Their goals are to educate, resolve safety issues and set an example for other staff members. Over the next five years, the Safety Committee has resolved to:

- Update/revise the PHA Safety Manual
- Conduct quarterly Safety Committee meetings
- Conduct a minimum of four safety training sessions annually
- Conduct a minimum of 4 safety inspections at all PHA Developments and facilities annually
- Seek new members

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

✳ RISK MANAGEMENT AWARDS
During FY 2002, the PHA received three awards from our insurance provider:

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

Family Medical Leave
In accordance with the Family Medical Leave Act of 1993, the Providence Housing Authority has instituted a policy, which provides generous leave to employees with family or medical problems that require them to be absent from work. During FY 2002, 26 employees took advantage of this program and took time out of work. The average length of time away from work was six weeks. Nine hundred thirty-one days were lost from work during fiscal year 2002.

Employee Assistance Program
The Providence Housing Authority contracts with the Providence Center to provide an Employee Assistance

Program (EAP) for staff members and their families. The role of the Providence Center is to provide a range of programs to reduce stress, to generate good mental health and to nurture personal growth both on and off the job. This is accomplished through counseling and service programs. All of the Providence Center's programs are confidential. In FY 2002, approximately 8% (or 14 employees) of the full-time staff took advantage of the programs offered by the Center.

Table 14. Utilization of Employee Assistance Program FY 1993– FY 2003

Year	Number of Employees	Percentage
FY 1993	12	8%
FY 1994	12	8%
FY 1995	12	7%
FY 1996	6	3%
FY 1997	6	3%
FY 1998	7	4%
FY 1999	8	3%
FY 2000	7	4%
FY 2001	9	6%
FY 2002	14	8%

Staff Training and Development
With our goal to assist employees improve their job performance and enhance their career perspectives, the PHA conducts an average of 3,500 hours of training each year. Staff training is provided by in-house personnel and through third-party providers. In addition, the Housing Authority continues to provide interactive satellite training in cooperating with the Housing Television Network (HTVN) and Computer Based Training (CBT), where employees are now able to access various software application training directly from their workstation.

In FY 2002, the Providence Housing Authority conducted 4,323 hours of staff training, 23.9% more than last year. Of the training provided, 2.6%, (114 hours) was provided by the Housing Television Network (HTVN). Although the number of hours that employees attended this type of training is relatively low, all programs provided by HTVN are taped for future viewing. A log is kept of all programs recorded. In addition to HTVN training, 2.5% (109 hours) were logged by employees accessing various

software applications through Computer Based Training (CBT). The remaining hours of training (4,100) were provided by in-house personnel as well as outside sources.

Training programs cover a broad range of topics and are determined by the Annual Training Needs Assessment Survey as well as through discussions with department directors where the training needs of their department are addressed. Some topics are geared towards specific departments and positions, while others are useful to the entire staff.

During the past fiscal year, the largest areas of concentration were in Management Training & Planning at 1,188.25 hours (27.5%), 585.25 hours (13.5%) were spent on OSHA Compliance, 315.5 hours (7.3%) on CPR/First Aid and 228.75 hours (5.3%) on Computer Software/Network Training. All other training sessions account for less than 5% of the total. The PHA allocated $30,000 in training funds for FY 2002.

Table 15. Training Hours FY 1993 – FY 2002

Year	Hours	Percent Change from Previous Year	Budget
FY 1993	2,580.00	23.0%	$30,000
FY 1994	3,640.00	41.1%	$30,155
FY 1995	4,073.00	11.9%	$35,000
FY 1996	5,083.00	24.7%	$38,000
FY 1997	4,835.00	-4.9%	$47,000
FY 1998	2,992.50	-38.0%	$35,000
FY 1999	3,643.25	+13.4%	$30,000
FY 2000	3,044.00	-16.4%	$30,000
FY 2001	3,488.50	+14.6%	$30,000
FY 2002	4,323.00	+23.9%	$30,000
Total	32,702.25	NA	$355,155

✱ TRAINING NEEDS ASSESSMENT

Each year, the Housing Authority conducts a Training Needs Assessment where employees are asked to complete a detailed questionnaire indicating what they feel their training requirements are. Surveys are geared towards specific positions as .opposed to a general survey for all. Separate assessments are used for Clerical Staff, Administrative/Management Staff, Facilities Management Supervisors and for Facilities Management Regular Staff. By utilizing four different surveys, the results more clearly define where the training needs of our staff are. Skills were identified and categorized into the following sections: Self Management and Development Skills; Interpersonal Relationship Skills; Communication Skills; Performance Management Skills; Planning, Scheduling and Assigning Work Skills; General Office Skills; and Technical Skills. In addition, Custodial and Maintenance Skills and Safety Precaution Training Skills were included in Facilities Management surveys. The results of the survey are assessed to create the Annual Training Plan.

✱ TRAINING ROOM LIBRARY

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

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

✱ TRAINING PROVIDERS

Staff training is conducted by both in-house personnel and through third-party providers. In FY 2002, training has been conducted by organizations such as FGM Solutions, Beacon Mutual Insurance, Providence Fire Department, The Providence Center, Family Service Inc, The University of R. I., R. I. College, the Department of Elderly Affairs, and the Department of Labor to name a few.

Table 16. Staff Training Hours by Category FY 2002

General Category	Total Hours	% of Total
Management Training & Planning	1,188.25	27.5%
OSHA Compliance Training	585.25	13.5%
CPR/First Aid and Community Safety	315.50	7.3%
Computer Software/Network Training	228.75	5.3%
Spanish I & III	129.00	3.0%
Conference on Aging	128.50	3.0%
NAHRO Public Housing Management Certification	128.00	3.0%
Continuous Configuration Administration for Security	96.00	2.2%
Youth Issues	95.00	2.2%
Fire Protection/Safety	87.50	2.0%
Administrative Law/Theory	84.00	1.9%
Annual Builders Tradeshow / Public Sector Contracting	66.00	1.5%
Human Resource Training	59.00	1.4%
Uniform Physical Condition Standards / PHA Inspector Training	59.00	1.4%
Section 8 Update: Housing Choice Voucher; Home Ownership, HUD Regulations, Certification	54.00	1.2%
Botvin Training Booster - Life Skills	51.00	1.2%
Maintenance / Extermination Training	50.00	1.2%
Child Abuse & Neglect Indicators and Reporting Laws	47.00	1.1%
Eligibility, Admissions, Selection & Eviction Rule Changes	47.00	1.1%
Introduction to Statistics	45.00	1.0%
Ethics in Public Administration	44.00	1.0%
PSC Seminar in Healthcare Policy & Politics	44.00	1.0%
Special Problems in Planning: The Politics of Implementation	44.00	1.0%
Seminar in Budgetary Politics	39.00	0.9%
Current Issues in English as Second Language	37.50	0.9%
National Purchasing Institute Conference & Exposition	32.00	0.7%
Legal Updates & Ethics / Labor, Employment & Housing Law	29.00	0.7%
Substance Abuse Training	28.50	0.7%
Healthy, Wealthy & Wise	28.00	0.6%
Nuts & Bolts of PHA Accounting and Budgeting	28.00	0.6%
Social Security Training	28.00	0.6%
Bridging the Gap: Best Practices for Instruction of Adults	24.00	0.6%
Case Management Certification Program	24.00	0.6%

|		
Business Grammar for Professionals / Grant Writing	23.50	0.5%
Risk Management	22.00	0.5%
Security Monitoring Training	22.00	0.5%
RIDE Conference 2002 - Addressing Unique Issues/Project Learn	19.50	0.5%
Flexible Spending Accounts - Daycare Expenses	18.00	0.4%
El/Civics Teacher Training Program	17.75	0.4%
Resident Services Coordinator Annual Conference/Burnout	16.50	0.4%
GED 2002/Tests	16.25	0.4%
Non-Profit Workshop	16.00	0.4%
Today's Rhode Island Workplace	16.00	0.4%
Conflict Management	14.00	0.3%
Food Stamp Eligibility/Program	13.50	0.3%
Cross Curricula Professional Development	13.25	0.3%
Learning Disabilities Conference	13.00	0.3%
Lead Paint Seminar	9.00	0.2%
Future of Higher Education In RI	8.00	0.2%
Policy Making Symposium	8.00	0.2%
The Trans-theoretical Model for Behavior Change	8.00	0.2%
Motivational Interviews for the Hard to Reach Client	7.00	0.2%
Proud to Provide Senior Care	7.00	0.2%
Symposium on Assessment Testing for State of RI	7.00	0.2%
Treating Suicidal Behavior	7.00	0.2%
Abilities Expo	6.00	0.1%
EAP Supervisor Training	6.00	0.1%
Government in Action	6.00	0.1%
Literacy/Citizenship Workshop	5.00	0.1%
Internet and Adult Education	4.00	0.1%
Juvenile Anger and Violence	4.00	0.1%
Working with Individuals in Transition	4.00	0.1%
Enhancing Cross-Cultural Competency in Health Care	3.50	0.1%
Terrorism and Disaster Preparedness	3.50	0.1%
Pathways to Re-Entry	3.00	0.1%
DHS Training Provider Workshops - Welfare to Work Program	1.00	0.0%
Respite Care Services	1.00	0.0%
Total Training	**4,323.00**	**100.0%**

OFFICE OF PLANNING & POLICY

Planning and policy staff preparing a presentation

The Office of Planning & Policy received a name change for FY 2002 (from the Office of Policy, Planning & Resource Development. This office continued to address wide range of important projects implemented to assist the PHA in fulfilling its mission statement. This report details action on 75 different projects. While these projects cover much of the work that has been addressed by the office during FY 2002, additional activities occurred during this time that have not been included because they were minor in scope. Often these additional activities came in the form of assisting other PHA offices and departments or in rendering assistance to outside agencies.

Of the 75 projects detailed in this report, 13 were started in FY 2001 and completed in FY 2002, 30 were both started and completed in FY 2002, 24 were started in FY 2002 (or earlier) and will be completed in FY 2003 and eight are handled on an ongoing basis. These figures are remarkably similar to last year's. The chart below illustrates OPP projects over the previous seven years. Please note that the current breakdown of projects began in FY 1999. Prior to that year the figures are simply based on the number of projects that the office worked on in that year. It is important to note that for all years there is double counting of projects that overlap from one year to another.

Figure 16. OPP Project Status FY 1996 – FY 2002
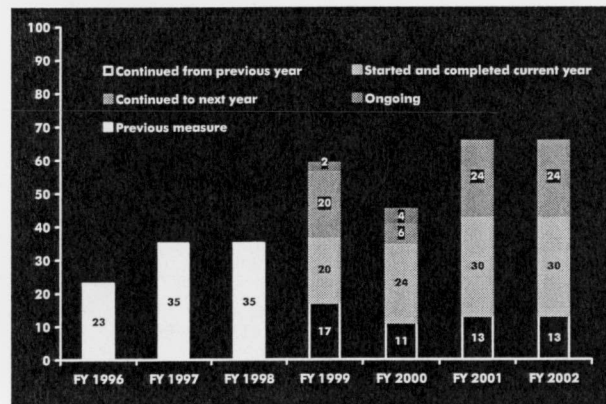
Projects From FY 2001
(Completed In FY 2002)

✱ SUPPLEMENTARY SITE IMPROVEMENT PLANS

An OPP staff member reviewed work completed under the Spring and Fall 2000 landscaping plan contracts to see how everything was holding up. Some issues were identified concerning the fall contract and the contractor replaced the materials in question.

✱ HUD REQUIRED ANNUAL AND FIVE YEAR PLANS

The PHA's Annual Plan 2001 was completed and submitted to HUD on April 17th via the Internet. Changes to the Capital Improvement sections were made and the plan was resubmitted on 6/29/01. Final approval was received from HUD in the form of a letter dated July 13th.

✱ SEMAP REQUIREMENTS

The OPP assisted the Department of Leased Housing by finding maps that detail socio-demographic characteristics and preparing a list of social service providers for providence and surrounding communities. These materials were compiled into a single document to assist Section 8 residents in finding an apartment in a neighborhood that has appropriate services and racial and economic de-concentration.

✱ PROJECT MANAGEMENT PROTOCOL

The OPP developed a draft of a project management protocol to guide various PHA projects through the planning and implementation stages.

✳ RESIDENT SOCIO-ECONOMIC REPORT
The OPP has updated the Resident Socio-Economic Report. This report lists demographic and economic data concerning PHA households.

✳ SECTION 8 SOCIO-ECONOMIC REPORT
The OPP also examined data available on the new PHAS software system to determine better data analysis methods to help us prepare a socio-economic report for Section 8 residents. This method has been determined and will be implemented for the FY 2002 report.

✳ LEAD TASK FORCE COMMITTEE
An OPP staff member worked with the Providence Lead Task Force Committee and prepared an Annual Report for their first year of operations under their Goals Management Plan.

✳ UNIT TURN OVER REPORT
The OPP prepared the FY 2001 Annual Unit Turn Over Report. This report examines Unit Turn Over Work Orders for the PHA as a whole and by development for the FY 2001 period. The report also includes an analysis of these work orders over the past five years. In FY 2001, 401 units were turned over.

✳ WORK ORDER REPORT
The OPP prepared the FY 2001 Annual Work Order Report. This report examines work orders for the PHA as a whole and by development for the FY 2001 period. The report also includes an analysis of work orders over the past five years. In FY 2001, 72,040 total work orders were completed.

✳ ENERGY MANAGEMENT REPORT
A report detailing energy and utility costs for FY 2001 was completed in January. Overall costs were broken down by energy/utility type and development. Trend analysis was also included in this report.

✳ SECTION 8 HOMEOWNERSHIP PLAN
The OPP prepared a summary of the Section 8 Homeownership program analyzing options and criteria for participation. This document was distributed to the Board of Commissioners during the July meeting. In the September 13th Board meeting the Board voted to approve further research into the development of such a plan. The plan was later revised. (Also see Section 8 Homeownership Plan Implementation.)

✳ ROGER WILLIAMS DISPOSITION
OPP staff members have participated in meetings with city officials and Family Housing Development Corporation representatives to discuss the use of the Roger Williams development site. A brief resident survey was conducted in June with favorable results. A formal disposition request was prepared and submitted to HUD. After the request had been received by HUD, the OPP Manager met with a local HUD official and conducted site visit. The Disposition request was approved in April 2002.

✳ ANNUAL SECURITY REPORT FY 2001
The FY 2001 Annual Security Report analyzes security information for the fiscal year ending June 30th. For that year the PHA experienced 1,699 police responses, a 20% increase from the previous year, and 33 Part I arrests and 606 Part II arrests. The report also breaks down incidents by development, type and month and details security work orders performed on PHA property.

Projects Started and Completed in FY 2002
✳ SPRING GROUNDS PLAN
The OPP developed a comprehensive Spring Grounds Plan. This plan includes timelines, site plans, alternative work plans and materials planning. Implementation began April 16th. An OPP staff member assisted in the selection, purchase and planning of plant materials and served in an advisory capacity as needed.

✳ ELDERLY DEVELOPMENT SERVICES SATISFACTION SURVEY
The OPP assisted the Department of Special Projects with survey analysis concerning a satisfaction survey conducted earlier in the year at the PHA's elderly and elderly/disabled high-rises . Survey data were transferred from Excel into SPSS and results were delivered to the Supportive Services Manager. A full analysis was not provided at this time and none was requested.

✳ RESIDENT SURVEY
The OPP sent out surveys to all PHA residents. The surveys were based on HUD's RASS survey instrument. Over 2,300 surveys were distributed and we received 875. A report on findings and slideshow were prepared and presented at the April Board Retreat.

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

✳ REPORT WRITING MANUAL

The OPP has prepared a manual to instruct PHA staff members on how to write reports. This manual was introduced in the PHA Management training classes. This manual was also distributed to PHA Directors and an additional 15 copies were prepared for the Housing Management Department. Revisions are pending and will include e-mails, faxes, memos and other written documents.

✳ REAL ESTATE ASSESSMENT CENTER INSPECTIONS

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

> "The OPP sent out surveys to all PHA residents. The surveys were based on HUD's RASS survey instrument. Over 2,300 surveys were distributed and we received 875."

✳ ENERGY MANAGEMENT REPORT SOP

A document was prepared to illustrate to PHA staff how to prepare the annual Energy and Utility Management Report.

✳ HUD REQUIRED ANNUAL AND FIVE YEAR PLANS

This years HUD required Annual Plan was submitted electronically and hand delivered (with original signatures) on April 16th. Some changes were made at the request of HUD concerning capital improvements. These will not require an electronic re-submittal. Meetings with the Resident Advisory Board were conducted to educate and receive input (January, February and March) and a public meeting was held on March 26th. This meeting was advertised publicly on February 7th. Also, a meeting took place on March 7th to receive comments on an amendment to the PHA's 2001 Annual Plan regarding the Roger Williams development site.

✳ WEED & SEED GRANT

The OPP prepared the security component of a Weed & Seed grant. This grant is being submitted by the Nickerson Community Center and the security component will include $50,000 for PHU overtime costs and other equipment and services related to crime prevention at Manton Heights.

✳ CITY HALL PRESENTATION

The OPP assisted the Executive Director in a presentation to City Hall and City Council employees to educate them about the PHA's operations, programs and clients. This presentation included a visual Power Point slideshow.

✳ MONTHLY MANAGEMENT REPORT REDESIGN

Starting with the August 2001 edition the OPP redesigned the format for the PHA's Monthly Management Report.

✳ BOARD OF COMMISSIONERS RETREAT

The OPP assisted with the preparation and implementation of the annual PHA Board of Commissioners Retreat. OPP staff members also presented slide shows concerning the PHA's Goals Management Plan, the PHA's Annual Plan and the Resident Survey. A newsletter was prepared detailing this event.

✳ NERC / NAHRO ADVERTISEMENT

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

✳ DEPARTMENT OF ELDERLY AFFAIRS ELDERLY SECURITY GRANT

The OPP prepared the FY 2002 Department of Elderly Affairs elderly security grant, which was due on September 7th 2001. This program was funded at an amount of $100,000. This grant pays for part of the costs of salaries for security guards stationed at the PHA elderly and elderly/disabled high-rise buildings.

✳ CITY OF PROVIDENCE CONSOLIDATED ANNUAL PLANNING & EVALUATION REPORT

The OPP assisted the Planning Department of the City of Providence by compiling information on the PHA's programs, activities and grants received in FY 2001.

✳ DESIGNATION PLAN

The OPP submitted a request for an extension of the designation of Dominica Manor and Carroll Tower as elderly only buildings. These buildings have been designated as "elderly-only" since our initial application was approved in 1994. No non-elderly residents have been involuntarily displaced during this process.

✳ PCOC ANNUAL REPORT FY 2001

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

✳ BOARD OF COMMISSIONERS ORIENTATION PACKAGE (Fall 2001 Revision)

The OPP and Executive Director updated the 1996 Board of Commissioner's Orientation Package during the Fall of 2001. Additional copies were completed and distributed to new Board Members. A further revision is pending.

✳ MOODY'S RATING PROJECT

The OPP Manager assisted in the process of gathering relevant data and submitting it to Moody's Investors Services for their analysis of the PHA's operations. Moody's has completed their review and the PHA's received the top score of MQ-1.

✳ FINANCE & ACCOUNTING MANUAL

The OPP assisted the Office of Finance &Accounting in formatting an Office Policies and Procedures Manual.

✳ DISPLAY BOARD

OPP staff members designed a new updated display for the traveling display board. The display features a timeline of important historical events at the PHA.

✳ ANNUAL REPORT FY 2001

The OPP completed the compilation, formatting and publication of the Providence Housing Authority's FY 2001 Annual Report. This process also entails the preparation of the annual slide show.

✳ CONFERENCE ROOM FIVE-YEAR TREND DISPLAY

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

✳ FY 2001 OVERTIME REPORT

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

✳ FY 2002 PRELIMINARY OVERTIME REPORT

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

✳ DE-CONCENTRATION ANALYSIS

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

✳ FAIR HOUSING AND ACCESS TO PHA PROGRAMS ANALYSIS

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

✳ VOLUNTARY CONVERSION ANALYSIS

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

✳ PHDEP SECURITY SURVEY ANALYSIS

The OPP assisted the Department of Resident Services by analyzing the results of the required PHDEP Security survey and preparing a final report of these results.

✳ SECTION 8 OWNERS GUIDE

The OPP assisted the Department of Leased Housing by reformatting the latest version of the Section 8 Owners Guide.

Projects to be Completed in FY 2003

✳ PHYSICAL NEEDS ASSESSMENT

The OPP has developed a comprehensive physical needs assessment of all PHA properties including a detailed database and rating system, site visits and interviews with on-site personnel. A draft of this document has been reviewed by the OPP Manager and Executive Director and changes have been made. Currently there are approximately 50 items that need to be clarified by Facilities Management staff. This report will be completed in late August or early September 2002.

✶ RECORDS RETENTION ORGANIZATION

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

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

✶ SECTION 8 LOCATIONAL CHOICE

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

✶ ELDERLY SECURITY GUARD MANUAL

The OPP is formatting the Elderly Security Guard Manual and preparing Power Point slide shows for the classroom portion of the training.

✶ FY 2002 UNIT TURNOVER REPORT

At the end of FY 2002 initial work had already begun on this project. This report will include analysis of unit turnover workorders broken down by development and analyzed over a ten year period.

✶ FY 2002 WORKORDER REPORT

Init At the end of FY 2002 initial work had already begun on this project. This report will include HQS related work orders by development and trade and overall work orders by activity and development.

✶ DISPLAY BOARDS

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

✶ POSTERS

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

✶ BARRY ROAD DEMOLITION APPLICATION

The OPP is in the process of preparing an application for the demolition of the four vacant buildings at the Barry Rd. area of the Hartford Park development. These units have remained vacant since the development was modernized in the early 1990s. All of these units have been replaced with larger units.

✶ FY 2002 ANNUAL SECURITY REPORT

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

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

✶ PAINTING ENTREPRENEURSHIP PROGRAM

The OPP is assisting in project management activities relating to an outside contractor who was hired to assist residents in developing a painting company.

✶ RESIDENT NEEDS ASSESSMENT

The OPP is preparing to conduct our Resident Needs Assessment. The previous survey instrument will be redesigned due to the implementation of the REAC resident survey and needs assessment procedures already in place at the elderly developments.

✱ SECTION 8 RESIDENT + OWNERS SURVEYS

Resident and Landlord surveys were sent on June 20th and 21st. Due to a computer error the resident address labels were incorrect. These surveys will be re-sent once new labels are printed and checked.

✱ HOUSING MARKET ANALYSIS

The OPP is conducting research to determine the state of the rental housing market in the city of Providence and to explore various factors that influence it such as students living in off-campus housing, Boston employees who move to Providence for lower cost housing and commute and regulatory burdens on Landlords. A draft has been sent to the Executive Director and revisions are and additional analyses are pending.

✱ FACILITIES MANAGEMENT OPERATIONS MANUAL FORMATTING

Formatting of the Facilities Management Operations Manual is basically completed, but updating new sections with some minor changes pending. This also includes several additional reports and manuals for this Department that are being formatted, edited and printed.

✱ ENERGY MANAGEMENT REPORT

All bills to date have been input into the energy management/utility database. It is unlikely that all bills will have been received by the end of the summer and this will be completed in the fall.

✱ HARTFORD PARK COMMUNITY CENTER + FACILITIES MANAGEMENT BUILDING

An OPP staff member is assisting the Department of Facilities Management with the development of a new community center and facilities management building at the Hartford Park development.

✱ SECTION 8 HOMEOWNERSHIP PLAN IMPLEMENTATION

The OPP is finalizing the policies for this program. On the publicity end, two Power Point presentations have been created along with a brochure and poster. A letter will be mailed in August to Section 8 residents who pay over $500 per month in rent outlining the program to them and asking them to call the PHA for a pre-application process if they are interested in participating.

✱ PCOC ANNUAL REPORT FY 2002

An Annual Report for FY 2002 detailing activities and income and expenses for the Providence Community Opportunity Corporation (a PHA non-profit organization) is being prepared.

✱ BOARD OF COMMISSIONERS ORIENTATION PACKAGE (Fall 2002 Revision)

The OPP and Executive Director will update the 1996 Board of Commissioner's Orientation Package for the Fall of 2002. This document will be renamed and distributed to all current Board members.

✱ DEPARTMENT OF ELDERLY AFFAIRS GRANT

The OPP is prepared our annual grant for funding from the RI Dept. of Elderly Affairs to cover the costs of the elderly development security guards for FY 2003.

✱ FY 2002 OVERTIME REPORT

The FY 2002 overtime report details overtime over the course of the year and includes analysis of extraordinary weeks and factors that result in high accumulations of overtime hours.

✱ RESIDENT SOCIO-ECONOMIC REPORT

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

✱ SECTION 8 SOCIO-ECONOMIC REPORT

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

Ongoing Projects

✱ DATABASE OF PHILANTHROPIC ORGANIZATIONS

The OPP is updating a database of philanthropic organizations. This database will keep track of such organizations and the types of programs that can be funded.

✱ PRIVATE RENTAL HOUSING MARKET STUDY

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

✱ EMPLOYEE NEWSLETTER

The OPP published two editions during the FY 2001. The July edition of the PHA employee newsletter in contained articles relating to our Sports Coordinator who has received the Providence Department of Recreation's Hall of Fame award, a Walk for Literacy that included PHA participants, the cost of rising workers compensation claims and two profiles of long-

term employees who are retiring from the housing authority. The December edition featured efforts by PHA members to respond to the 9-11 terrorist attack.

✳ ELDERLY SECURITY SYSTEM

The OPP is assisting in this project by:

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

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

✳ RESIDENT ADVISORY BOARD

Meetings with the Resident Advisory Board were conducted to educate and receive input (January, February and March) concerning the PHA's Annual Plan and other related issues.

✳ PHA WEBSITE

The PHA's website is revised on a regular basis by OPP staff and interns.

✳ TENANT ASSOCIATION CERTIFICATION

The By-Laws have been completed for the Kilmartin Plaza Tenant Association. Recent meetings have included votes to replace officers who have decided to step down from their positions. We have received significant assistance from the League of Women Voters.

An election also took place on May 14th at Hartford Park. Since that time the president has stepped down and a new election for that position is pending. Additional election activities are being conducted for Chad/Ad/Sun and other developments (see tables following).

Table 17. OPP Staff Hours Dedicated to Assisting PHA Tenant Associations FY 2000

Month	Number of Hours
Jul 01	12.00
Aug 01	27.25
Sep 01	45.00
Oct 01	32.00
Nov-01	33.50
Dec-01	29.00
Jan-02	13.00
Feb-02	23.00
Mar-02	24.00
Apr-02	30.00
May-02	46.50
Jun-02	50.00

Fiscal Year to date (July 01 – June 02): 389.25 hours
OPP staff has spent 55.0 hours working with the RAB this FY Year.

The Kilmartin Plaza Tenant Association with PHA and third party representatives

Table 18. Resident Associations Status FY 2002

Name of Association	Last Election	Scheduled Election	
Carroll Tower	10/8/97	2/18/00	Not in Compliance; Resident Committee established in lieu of HUD certified resident association. Managers and Aides are mostly responsible for organizing activities for the residents, we will have to re-establish a HUD certified RA.
Chad Brown	2/11/98	2/11/01	In Compliance; Next Election August 2002; Still awaiting nomination papers from possible candidates.
Codding Court	6/96		Not in Compliance; Due for Election in 2002; Working with Manager and past President to establish a HUD certified RA here. Outreach activities in progress.
Dexter Manor I & II	11/97	11/02	According to President, there was an election in November of 2000 and she was re-elected. Need to review bylaws for frequency of elections.
Dominica Manor	11/96	11/99	Not in Compliance by Choice. No prospects for changing mind of President. New HUD funding requirements say funds should only go to "duly elected" resident councils. Will need to establish a HUD certified RA.
Hartford Park	8/96	8/99	In compliance-election held in May 2002. Bylaws being written. Next step is MOU for funding activities for FY 2003 as well as a budget and spending plan.
Kilmartin Plaza	12/01	12/02	In compliance.
Manton Heights	12/98	12/00	Not in Compliance; Due for election this year. Working with managers and PCs to identify possible candidates.
Parenti Villa	12/98	12/00	Not in Compliance by Choice; As with Dominica, technically they can't use the Resident Participation funds unless there is a duly elected RA.
Roger Williams			Not established yet. Working with Manager and resident employee to start the process. Outreach efforts in progress.

✳ STRATEGIC PLANNING + GOALS MANAGEMENT

The third semi-annual monitoring report has been completed. This period covered July 1st through December 31st. The PHA is on target in meeting 95% of its objectives. The following table covers this period.

Table 19. PHA Quarterly Goals Management Review Results Through July 2002

On Target Category			Problem Category		
	#	% Of Total		#	% Of Total
Completed	217	54%	Not yet Begun	2	>1%
Not Yet Begun	19	5%	In Progress	2	>1%
In Progress	45	11%	Barrier	2	>1%
Ongoing	106	26%	Ongoing	5	1%
			Ongoing, Barrier	8	2%
Category Total	**386**	**95%**	**Category Total**	**19**	**5%**

OFFICE OF MANAGEMENT INFORMATION SYSTEMS
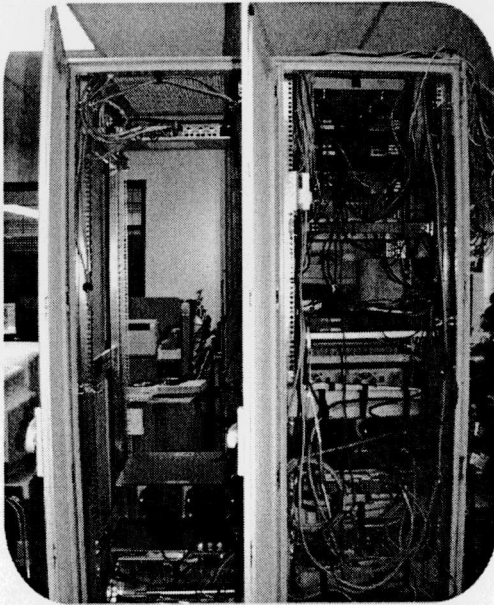
A 2nd server storage unit was added for extra network servers

Networks

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

Over the past year three Compaq servers have been added to the existing network to create a total of six PHA network servers. The added servers were; a Compaq DL360R which handles the Security system responsibilities; a Dell Poweredge 2500 which takes care of the HVAC responsibilities, and a Compaq DL360R which services PHA printing. The Print server also runs Watchguard, which is our Internet Firewall. The Operating System for all servers is Windows 2000 (W2K).

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

Table 20. Networks FY 2002

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

Following is each server's configuration:

✻ **SERVER#1 - FILE SERVER** (COMPAQ DL580R)
- Dual Pentium III Xeon 700 MHz/512MB RAM/CD/2MB Cache
- Compaq Hot Plug Redundant Power Supply
- (4) 18.2 GB Ultra2 SCSI hard drives
- (4) 36.4 GB Ultra2 SCSI hard drives
- 512MB SDRAM – 4 X 128 (memory)
- 1GB SDRAM – 4 X 256 (memory)

✻ **SERVER#2 - E-MAIL SERVER** (COMPAQ DL380R)
- Duel Pentium III 733MHz 128 MB RAM/32X/256K Cache/NIC
- 256 Reg. 133 MHz SDRAM DIMM (memory)
- Smart 3200 Array Controller
- (6) 18.2 GB Ultra2 SCSI hard drives

✻ **SERVER#3 - CCC DESTINATIONS SERVER** (COMPAQ DL360R)
- Pentium III 550 MHz/CD/128 MB RAM
- 128 Reg 133 MHz SDRAM DIMM (memory)
- (2) 9.1GB Ultra2 SCSI hard drives

✻ **SERVER#4 - PRINT SERVER** (COMPAQ DL360R)
- Duel Pentium III 1.2 GHz/CD/512 MB RAM
- 128 Reg 133 MHz SDRAM DIMM (memory)
- (2) 18.2GB Ultra2 SCSI hard drives

✻ **SERVER#5 - SECURITY SERVER** (COMPAQ DL360R)
- Duel Pentium III 1.2 GHz/CD/512 MB RAM
- 128 Reg 133 MHz SDRAM DIMM (memory)
- (5) 18.2GB Ultra2 SCSI hard drives

✻ **SERVER#6 - HVAC SERVER** (DELL POWEREDGE 2500)
- Duel Pentium III 900 MHz/CD/512 MB RAM
- 512 Reg 133 MHz SDRAM DIMM (memory)
- (5) 9.1GB Ultra2 SCSI hard drives

✳ NETWORK TAPE BACKUP SYSTEM

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

✳ SOFTWARE

- Windows 2000 Server
- Microsoft Exchange 2000
- Backup Exec
- Proxy Server
- CCC Destinations
- Norton 2000 Corporate Edition (Anti-virus software)
- Microsoft Office 2000 Professional Suite
- Microsoft Project 2002
- Visio 2002
- SPSS v11.0
- Computer Prep CBT's (computer based training software)

✳ INTERNET FIRE WALL

- Watchguard

Figure 17. PHA Network
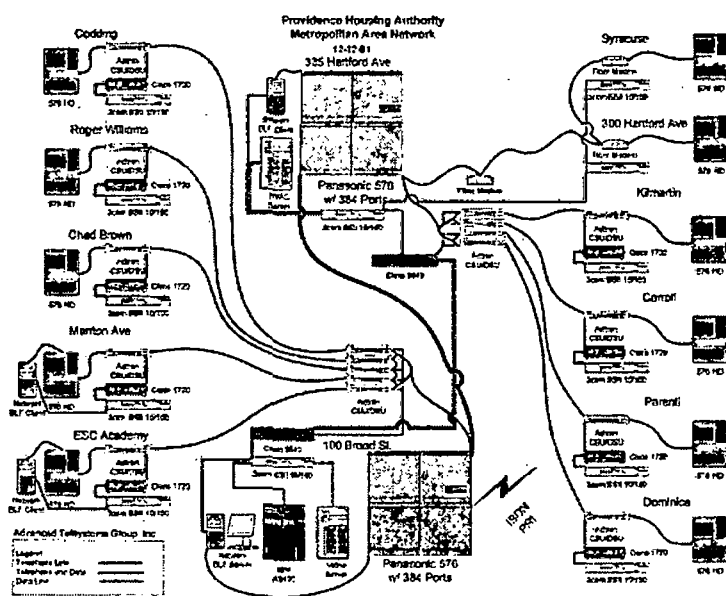
Equipment

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

Software licensing has been reviewed authority-wide and purchased according to the Microsoft licensing policy and the BSA (Business Software Alliance)

standards. The PHA software policy is "no software will be installed on any computer without first obtaining a license".

Table 21. Equipment FY 2002

Location	Personal Computers	Printers	Scanners	Laptop	Digital Camera's
Executive Office	6	4	1	1	-
MIS	3	2	-	2	-
OPPRD	6	2	-	-	1
Security	4	4	-	-	-
Finance	9	4	-	-	-
Leased Housing	13	2	-	-	-
Resident Services	29	18	-	1	4
Housing Management	30	16	-	-	-
Facilities Management	24	16	-	2	-
Training PC's	2	-	-	-	-
Resident Services Lab	38	10	4	-	1
Total	**164**	**78**	**5**	**6**	**6**

AS 400

The MIS Manager along with the Rental Housing and Finance/Accounting Directors, have met to discuss installing Direct Deposit for Leased Housing landlords, residents and Accounts Payable vendors. The Leased Housing Director is gathering information on how other Housing Authorities using the PHAS computer system handle certain aspect of this project. This project is planned to be operational spring of 2003.

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

Current Projects

✳ DOCUMENT SCANNING

Another project the MIS department is working on is Document Scanning. This allows paper documents to be scanned and stored on the network, thus reducing the amount of paper storage. This would greatly benefit Housing Management with resident transfers;

the resident's folders would no longer have to be transferred via inter-office mail. All resident information would be available from the network. Vanguard Systems was the selected vendor regarding the Document Scanning project. The Vanguard System called Image 21, works very well with our current computer system`: PHAS. The implementation schedule would be, for Leased Housing to be first to go on line, then Finance, Exec, OPPRD, FM, and Housing Mgmt.

✳ REDESIGNED RENT STATEMENTS

The Providence Housing Authority has changed banks going from Fleet to BankRI. At the time of the bank change, the MIS Manager redesigned the Tenant Rent Statements. The new form, along with a bar code, prints from a HP 8000 laser printer. We no longer are using preprinted rent statements; this change saves the PHA approximately $1,200.00 per month. Printing the statements with the bar code allows BankRI to electronically scan the tenant payment; only exceptions have to be entered manually. Each morning the Accounts Receivable Clerk uploads the data into PHAS. BankRI does not have to manually key in all the tenant payments, thus saving the PHA data entry fees.

✳ HAND-HELD INSPECTION COMPUTERS

The Facilities Management Inspectors are using 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 work orders are generated. All work orders are printed at the appropriate Foremen Offices.

The project numbers for Chad/Ad/Sun, Hartford Park, Dexter Manor II, and Scattered Sites have been converted to match the HUD assigned project numbers. Now when our resident information is sent to HUD via the PIC system, it will go through error free.

✳ ELECTRONIC SUBMISSIONS

Each month the MIS Manager electronically transmits information to the RI Department of Health (RIDOH) regarding information on our Rental Housing addresses. This information is used to monitor elevated lead blood levels of PHA Section 8 children. The Leased Housing Director and the Housing Management Director electronically transmit Multi-Family Tenant Characteristic System (M.T.C.S.) information to HUD on a monthly basis via the

Internet. This project is behind schedule due to HUD changing the 50058 forms. The Department of Finance and Accounting uses the Internet connection daily to download resident rent payments from BankRI.

The MIS Manager assisted the Finance department with submitting this year's W2s and 1099s via the Internet. This is the preferred delivery method for both the SSA and IRS. This also allows quicker delivery than sending the files via the postal service. The Finance department will submit all future 1099's and W2's electronically.

✳ IBM SYSTEM MAINFRAME COMPUTER (S/36)

The System 36 has been removed. It was a very reliable machine but did not fit into the growing needs of the PHA staff.

✳ COMMUNITY CENTER COMPUTER LABS

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

✳ SECURITY SYSTEM

A major PHA project this year was to install a Security System in all the highrise buildings. This project has had someone involved from each department. At first it was thought that both the Security System and the HVAC system could run on the same server. However, that is not the case and an additional Dell 360R server was purchased which will be dedicated to the Security System. In addition, all existing 56K

State of the art equipment enables PHA security to view multiple images on one screen

Frame Relay Data lines had to be increased to Point-to-Point T1s in order for the Security System to work to its full potential Advanced Telesystems upgraded our data lines. The Security System is connected via Point-to-Point T1 data lines and is monitored at the Security office.

The network data lines for the Elderly developments connect to the Facilities Management building, while the Family Developments connect to the Admin building. The reason was because most of the data line activity from the Elderly developments will be from the Security system which is monitored at the Security Office located in the Facilities Manangement building. This will reduce the network traffic tremendously.

The Network Administrator/Energy Management Programmer has created diagrams of each Elderly development listing each security access points for that particular development. This helps with alarms and allows the Security officer will know exactly where in each building to look.

The Network Administrator/Energy Management Programmer has attended numerous training programs with Andover Controls about the Security System.

MIS Help Desk

MIS has resolved approximately 445 computer questions/problems for Fiscal-Year 2002. This is lower than last years troubleshooting calls. This is due to minimal staff turnover and computer based training (CBT's) available to the staff via the network.

Blue Ocean Help Desk software (Track-It) has been installed in the MIS Office. This allows accurate and easier recording of troubleshooting calls placed with the MIS Office. It also helps determine if a particular staff member is in need of computer training.

Table 22. Troubleshooting
FY 1999 – FY 2002

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

Software Training

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

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

Virus Protection

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

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

GENERAL COUNSEL'S REPORT

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

Governmental Hearings

Reviewed petitions for 9 Zoning and/or Licensing hearings for properties near or adjacent to PHA developments. Attended 3 informal conferences to settle Environmental Liens and avoid penalties levied by City's Department of Public Works. Presented petition for relief from State Fire Code to State Board of Appeal and Review relative to existing conditions at Hartford Park Community Center.

Contracts

Advise and assistance has been provided with respect: drafting and/or reviewing all legal and other service and construction contracts, interpreting rights and obligations contained in 70 contracts and licensing agreements entered into by the Authority.

Real Estate Conveyances

Two scattered-site single-family homes owned by the Authority were sold to residents. In connection with the sales, purchase/sale agreements were drafted, deeds were prepared and delivered, and HUD releases and second mortgage documents were provided. Also reviewed and provided advice concerning new Home Ownership program to be offered to Section 8 participants. The General Counsel also assisted various departments in complying with or responding to issues and/or inquiries related to other governmental entities, including the acquisition of city owned property adjacent to Hartford Park and the transfer and development of portion of the Roger Williams site.

Miscellaneous Matters

The General Counsel also write letters to a number of agencies concerning the PHA's exemption from governmental taxation and fees; provided appropriate and timely responses to several Access to Public Information claims and requests; responded to several

subpoena and other legal processes; advised staff as to American with Disabilities Act rights and claims; successfully challenged Bankruptcy relief sought by former Section 8 participant; received legal process and referred various personal injury claims to the Authority's insurer; reviewed claims for utility easements and access; advised staff as probate matters and reviewed various aspects of the issuance of tax-exempt bonds for purchase of Lockwood Plaza.

Grievance Hearings

The Authority's General Counsel also participated in and wrote decisions for a total of 26 Grievance Hearings which were requested and/or held for applicants (21) or tenants (5) during the period covered by this report; 25 of the decisions rendered by the Grievance Panels hearing these cases were in favor of the Authority. Hearing Panels also granted continuances requested by three applicants.

Figure 18. Grievance Hearings FY 2002

Resident Grievance Hearings (5) 19%

Applicant Grievance Hearings (21) 81%
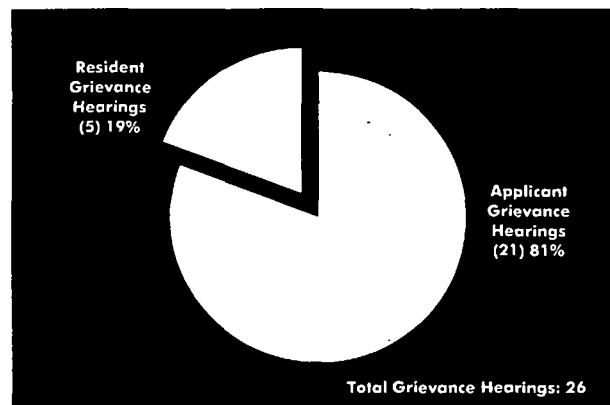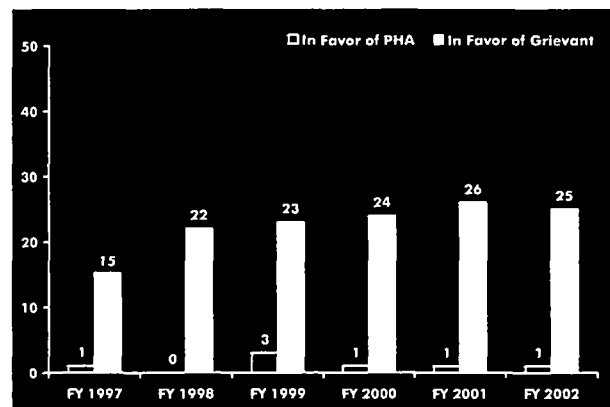
Total Grievance Hearings: 26

Figure 19. Grievance Hearings FY 1997 – FY 2002

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

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

Cases

✱ In the matter of the **SCHS ASSOCIATES VS. PROVIDENCE HOUSING AUTHORITY, ET AL**, C.A. # 97-368-L, an action was brought by the owner of Barbara Jordan Apartments to object to rental reductions ordered by the U.S. Department of Housing and Urban Development. Various Motions for Summary Judgment were heard and denied; discovery continues in anticipation of trial in the fall of 2002. In the related matter of the SCHS ASSOCIATES, ET AL VS. PROVIDENCE HOUSING AUTHORITY, et al, C.A. # 98-193L, the owners and Management Agent of Barbara Jordan Apartments sought payment of certain project related legal expenses. The U.S. Department of Housing and Urban Development's Motion for Summary Judgment and dismissal of this separate action was heard and granted.

✱ In the matter of **ANA SMITH VS. PROVIDENCE HOUSING AUTHORITY** (C.A. P-97-439), a former tenant filed an action claiming Authority intentionally inflicted emotional distress due to its efforts to evict her for unsanitary living conditions. Plaintiff is without counsel and has made no effort to press the matter. Case continued to remain inactive with the Plaintiff's whereabouts unknown.

✱ In the matter of **BENJAMIN WOODS VS. PROVIDENCE HOUSING AUTHORITY** (C.A. P-00-2413), the PHA remained a party in a lawsuit

brought by a person claiming injuries allegedly resulting from exposure to lead paint when the person was a minor and a PHA resident in 1983. Defense of claim being provided by Guaranty Fund Management Services as successor to the now defunct former insurer, Union Indemnity Insurance Co.

✱ **MARTHA SAUNDERS VS. PROVIDENCE HOUSING AUTHORITY** (C.A. P-01-1313). A slip and fall type case brought against Authority was answered by legal counsel for Authority's insurer.

✱ **ELIDA A. RIVERA VS. PROVIDENCE HOUSING AUTHORITY** (C.A. P-01-0427). Former employee that lost unemployment appeal and discrimination complaint, filed suit claiming wrongful discharge and violations of her civil rights during period of employment.

✱ **REGINA MONTEIRO VS. PROVIDENCE HOUSING AUTHORITY** (C.A. P-01-0290). Another slip and fall type case brought against Authority was answered by legal counsel for Authority's insurer.

✱ **MELISSA ᵢCRUZ ET AL VS. CITY OF PROVIDENCE, PHA ET AL (**C.A. P-99-3944). Plaintiff's personal injury Complaint against City Police Department has been answered.

✱ **ELAINE HARRIS VS. PROVIDENCE HOUSING AUTHORITY** (C.A. P-02-4263). Successfully sought dismissal of case brought against Authority for infliction of emotional distress claimed by applicant.

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

Table 23. Contracted Legal Expenses FY 2002

Vendor		Operations Budget	Modernization Budget	Development Budget	Section 8 Budget	Sub Total	Overall Total
Gereboff & Gelade	Attorney Fees *	$26,000.00				$26,000.00	$53,501.09
	Court* Fees/Costs	$27,501.09				$27,501.09	
Constables: Richard S. Connor George R. Clark		$5,550.00 $6,840.00				$5,550.00 $6,840.00	$12,390.00
Powers Kinder & Keeney		$37,000.10				$37,000.10	$37,000.10
Bliss & Cavanagh		$348.59	$3,144.87		$588.26	$4,081.72	$4,081.72
Total		**$103,239.78**	**$3,144.87**		**$588.26**	**$106,972.91**	**$106,972.91**

* Includes payment in current fiscal year for June. 2001 invoice.

The Purchasing Supervisor checking on deliveries in the PHA supply area

SUMMARY

The office is comprised of eleven staff members, three of whom are responsible for procurement and purchasing and the remaining eight are responsible for financial/accounting functions. Two new staff members were added this past year to consolidate and improve the efficiency of the purchasing function for the housing authority.

In FY 2002, the office administered $41.5 million in federal, state, city and private funding sources for a myriad of programs. During the year, the department issued 14,137 payroll checks totaling $8,396,310; paid accounts payable totaling $13,104,818 with 5,210 checks; and wrote 19,120 checks to Section 8 property owners totaling $19,203,263. The department staff also issued 4,145 purchase orders for goods and services.

AGGREGATE FUNDING FY 2002

The Finance, Accounting and Budget Office oversee the financial, accounting and budgeting function for more than ten programs. **The department administered $41,472,776 during FY 2002**, $1.9 million (4.8%) more than the previous fiscal year and $2.2 million (5.5%) more than FY 1998. The difference in funding was due to an increase of approximately $1.1 million in the Annual Operating Budget and a $1.5 million increase in Capital Funds over the previous year. All other categories of funding remained relatively stable with slight decreases in Section 8, state and city funding, and "other" funding. Some programs are based on funding formulas (Operating Budget, Section 8, Capital Fund), others are based on competition established by each funding source.

Office of Finance, Accounting & Budgeting

Funding Trends

Funding trends differ for the various programs administered. The Annual Operating Budget has experienced small but steady increases over the last five-year period. The Section 8 funding has remained stable with a $1.0 million increase over the last five years. Capital Funds fluctuate depending on Congresses' annual allocation and the speed with which the Facilities Management Department completes projects. [Note: The funds cited in this report are only those funds which are drawn down and received by the PHA. Some program's budgets are actually greater, but unless received they are not considered for purposes of this report.] Many of the programs administered by the PHA are multi-year in length.

A serious concern, budget-wise for the PHA, is the Public Housing Drug Elimination Program (PHDEP), which has not been reauthorized or funded by Congress after this year. This will reduce our HUD/Other line item in the future. Funds for this program ($700,000 annually) run out in May 2003.

Table 1. Total Aggregate Funding and Rate of Change FY 1998 – FY 2002

FY 2002	FY 2001	FY 2000	FY 1999	FY 1998
$41.5 m	$39.6m	$33.5m	36.4m	$39.3m

Rate of Increase (Decrease) FY 2001 – FY 2002		Rate of Increase (Decrease) FY 1998 – FY 2002	
Amount	Percent	Amount	Percent
$1.9 million	4.8%	$2.2 million	5.6%

Table 2. Aggregate Funds Administered FY 1998 – FY 2002

Program	FY 2002	FY 2001	FY 2000	FY 1999	FY 1998
Operating Budget	$13.9m	$12.8m	$10.8m	$12.1m	$10.9m
Section 8	20.4m	20.6m	18.9m	19.3m	19.0m
Capital Funds	5.2m	3.7m	2.2m	2.6m	5.3m
Development	0	0	0.022m	1.2m	2.6m
HUD/Other	1.3m	1.3m	0.948m	0.888m	1.1m
State/City	0.524m	0.938m	0.461m	0.202m	0.222m
Other	0.069m	0.087m	0.099m	0.113m	0.120m
Total	$41.5m	$39.6m	$33.5m	$36.4m	$39.3m

Figure 1. Aggregate Funds Administered FY 2002

Total Aggregate Funds Administered $41.50m

Figure 2. Total Aggregate Funds Administered FY 1998 – FY 2002
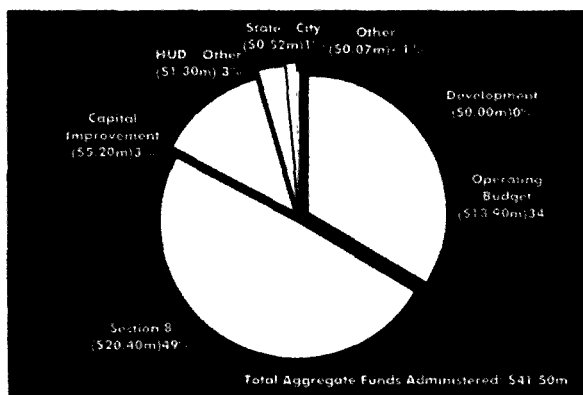
Aggregate Budget (All Programs)

The PHA completed the fiscal year with total receipts of $41,472,776.40 and total expenses of $45,032,577.79. However, $4,541,664 of the expenses was for depreciation. After taking into consideration the paper loss of depreciation expense, all programs administered either balanced, had a surplus, or had a small deficit due solely to funds not yet received, but due, from the funding source.

The largest program administered, Section 8, completed the year with a $563,820 surplus. The second largest program, Annual Operating Budget, finished the year with a $374,804 surplus, the first surplus in two years. Previous deficits were funded out of the Authority's cumulative reserve.

Except for the two largest programs, Annual Operating Budget and Section 8, all other programs are received through a grant process, have specific line item budgets, and all funds are expected to be expended or returned to the funding source.

ANNUAL OPERATING BUDGET

The PHA completed the fiscal year with a surplus of $374,804 and a cumulative reserve of $4,322,300. The surplus was achieved primarily from additional income received through so-called "Other" sources such as, bond repayments, bond fees, the sale of a scattered site, and other fees earned by the PHA for services. It emphasizes the importance of seeking additional funding sources to maintain operations at a high level. Total Operating Income increased by 9.0%, while Total Operating Expenses increased by 4.7%.

Operating Income

Total *Operating Receipts* were $6,773,890 with 81% of this amount received in dwelling rents. *Operating Subsidy* received from the U. S. Department of Housing and Urban Development was $7,240,953, the highest amount ever received by this Authority. These two income categories resulted in *Total Operating Income* of $14,014,843.

A total of $1,242,226 was received from *"Other" Income.* Of this amount, $968,000 (78%) was a transfer from the *Capital Fund* for operations expenses. Similar to last fiscal year, this amount was added during the fiscal year when it was received rather than when the PHA prepared the Annual Operating Budget. This procedure is allowed under HUD regulations to offset operating costs using capital funds. It is not possible to budget it during the regular budget process, since we complete and submit our operating budget 90-days prior to the start of the fiscal year. At that time, it is not precisely clear what amount we will allocate to

operating costs. HUD allows up to 20% of *Capital Funds* to be used for operations. While this process is not "tidy" for budgeting and comparative analysis of operating budget line items, the additional funds allow us to undertake activities we would ordinarily be unable to afford and undertake. This will be clearer when the "budgeted" versus "actual" budget line items are examined in the next several sections. While it looks as though we overspent in most of our budget expenses line items, you must consider that the additional costs are accounted for from the *"Other" Income* line item.

Table 3. Operating Income + HUD Subsidy FY 1998 – FY 2002

Program	FY 2002	FY 2001	FY 2000	FY 1999	FY 1998
Dwelling Rent	$5,476,993	$5,195,345	$5,068,100	$4,890,708	$4,534,182
Excess Utilities	7,429	0	0	0	0
Interest Income	47,242	171,417	118,041	115,314	95,585
Other Income	1,242,226	1,330,891	165,278	250,257	355,822
Total Operating Receipts	$6,773,890	$6,697,654	$5,351,419	$5,256,279	4,985,589
HUD Operating Subsidy	$7,240,953	$6,159,405	$5,476,864	$6,441,426	$5,921,927
TOTAL Operating Income	$14,014,843	$12,857,059	$10,828,283	$11,697,705	$10,907,516

Figure 3. Operating Income FY 2002

Total Operating Receipts + Subsidy: $14,014,843

Figure 4. HUD Subsidy Income as a Percent of Total FY 1998 – FY 2002
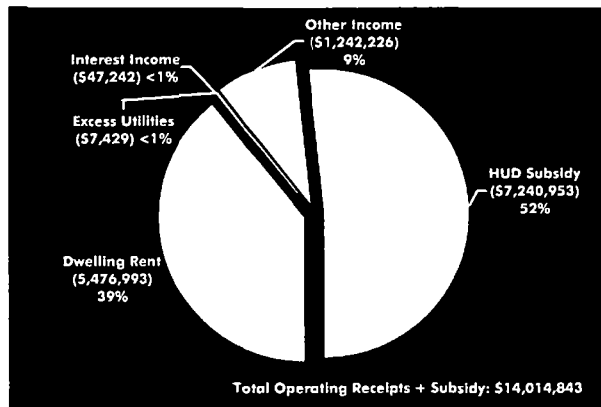
Operating Income + HUD Subsidy Trends

Total Operating Income increased by 9% from the previous year and by 28.5% from FY 1998, a 5.7% average annual increase. Operating Receipts (Total Operating Income minus the HUD Subsidy) increased by 22.3% since FY 1998 and by 17.5% from FY 2001. *Dwelling Rents* increased by 5.4% from FY 2001 and by 20.8% from FY 1998.
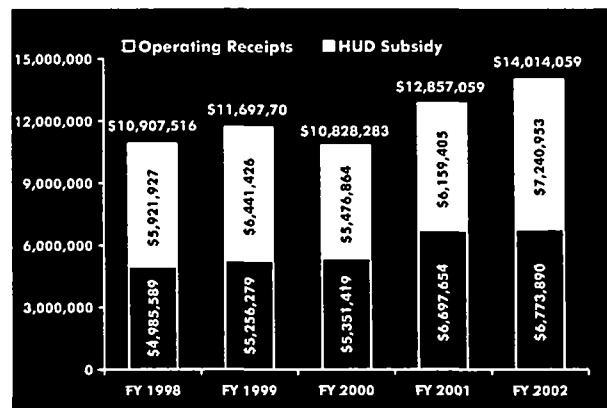
The HUD subsidy increased by $1.08 million (17.5%) in FY 2002 compared to FY 2001. Since 1998 the HUD subsidy has increased by 22% ($1.31 million). In FY 2002 the HUD subsidy comprised 52% of our aggregate annual operating budget compared to 48% in FY 2001 and 54% in FY 1998.

Figure 5. Total Dwelling Rents
FY 1998 – FY 2002
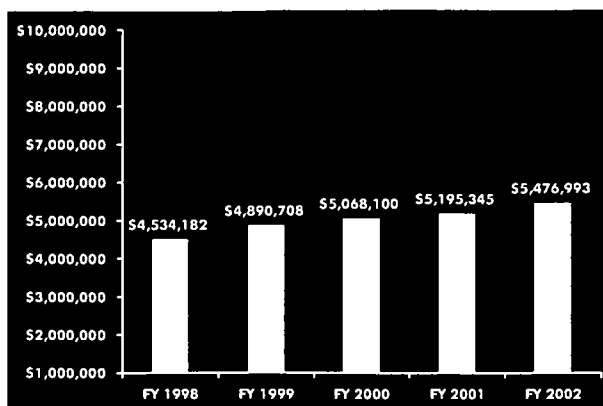
Figure 6. Total Operating Receipts
FY 1998 – FY 2002
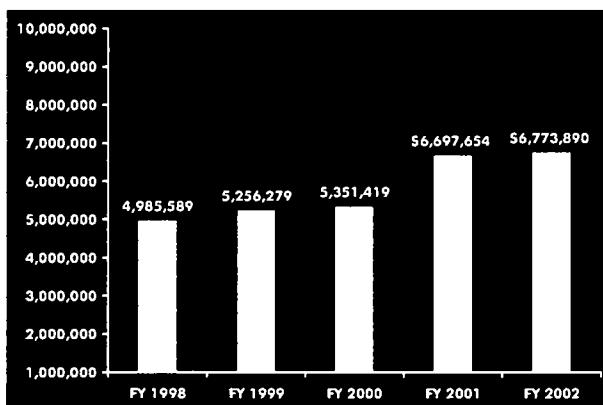
Figure 7. Total Operating Income
FY 1998 – FY 2002
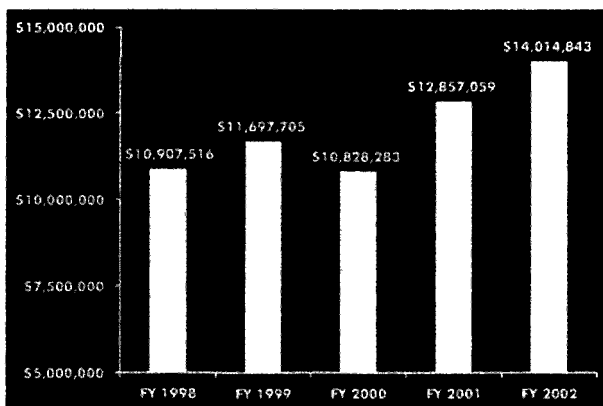
Table 3a. Total Operating Income Rate of Change FY 1998 – FY 2002

Rate of Increase (Decrease) FY 2001 – FY 2002		Rate of Increase (Decrease) FY 1998 – FY 2002	
Amount	Percent	Amount	Percent
$1.157m	9.0%	$3.107m	28.5%

Table 3b. Total Dwelling Rents Rate of Change FY 1998 – FY 2002

Rate of Increase (Decrease) FY 2001 – FY 2002		Rate of Increase (Decrease) FY 1998 – FY 2002	
Amount	Percent	Amount	Percent
$0.281m	5.4%	$0.942m	20.8%

Table 3c. Total Operating Receipts Rate of Change FY 1998 – FY 2002

Rate of Increase (Decrease) FY 2001 – FY 2002		Rate of Increase (Decrease) FY 1998 – FY 2002	
Amount	Percent	Amount	Percent
$1.08m	17.5%	$1.3m	22.3%

AGGREGATE ANNUAL OPERATING EXPENSES

(General Categories)

Aggregate Annual Operating Expenses for FY 2002 totaled $13,615,978, a 4.7% increase ($0.613m) over FY 2001. Operating Expenses have increased by $3.66 million (36.8%) since FY 1998, an annual average growth rate of 7.3% annually. The greatest growth rates came under *Administration* (15%), *General Expenses* (16.3%) and *Protective Services*, which were not budgeted for this past fiscal year. *Utilities* declined by 5.4%. A detailed explanation will be provided under the individual budget categories that follow.

Table 4. Aggregate Annual Operating Expenses by Budget Category FY 1998 - 2002

Budget Category	FY 2002 (Budget)	FY 2002 (Actual)	FY 2001 (Actual)	FY 2000 (Actual)	FY 1999 (Actual)	FY 1998 (Actual)
Administration	$2,191,440	$2,858,530	$2,482,790	$2,251,899	$1,759,779	$1,612,509
Tenant Services	10,240	41,089	21,057	12,455	6,103	7,150
Utilities	3,719,674	3,645,841	3,854,387	3,145,700	3,116,080	3,197,407
Ordinary Maintenance	3,953,194	4,325,703	4,240,407	3,597,467	3,484,423	3,150,339
Protective Services	0	96233	15,463	28,817	0	0
General	2,487,967	2,648,582	2,277,123	1,997,785	1,891,727	1,880,443
Non-routine	0	0	4,016	1,571	250	0
Capital	0	0	107,399	215,365	108,678	107,464
Total	**$12,362,s479**	**$13,615,978**	**$13,002,642**	**$11,251,059**	**$10,367,040**	**$9,955,312**

Figure 8. Actual Expense Distribution FY 2002
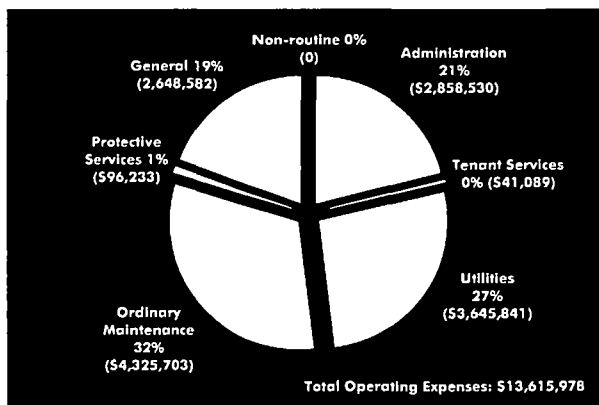
Figure 9. Expense Distribution (of major categories only) FY 1998 - FY 2002
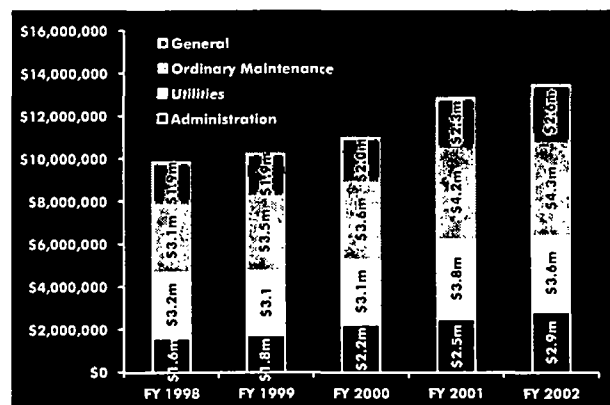
Table 5. Aggregate Annual Operating Expenses

Budget Category	FY 2002 (Actual)	FY 2001 (Actual)	Rate of Change	FY 1998 (Actual)	FY98-02 Rate of Change
Administration	$2,858,530	$2,482,790	+15%	$1,612,509	77%
Tenant Services	41,089	21,057	+95%	7,150	474%
Utilities	3,645,841	3,854,387	-5.4%	3,197,407	14%
Ordinary Maintenance	4,325,703	4,240,407	+2%	3,150,339	37%
Protective Services	96233	15,463	+522%	0	0
General	2,648,582	2,277,123	+16.3%	1,880,443	40.8%
Non-routine	0	4,016	0	0	0
Capital	0	107,399	0	107,464	0
Total	**$13,615,978**	**$13,002,642**	**4.7%**	**$9,955,312**	**36.7%**

Table 5a. Aggregate Annual Operating Expenses Rate of Change FY 1998 - FY 2002

Rate of Increase (Decrease) FY 2001 - FY 2002		Rate of Increase (Decrease) FY 1998 - FY 2002	
Amount	Percent	Amount	Percent
$0.613m	4.7%	$3.66m	36.8%

Administrative Expenses

Aggregate Administrative Expenses totaled $2.8 million in FY 2002, 21% of the annual operating budget and 15% greater than the previous year. Since 1998, *Administration Costs* have increased by $1.2 million, an average annual growth rate of 15.4%.

Administrative Salaries increased by 15% primarily due to positions being added to the staff. However, the transfer of Capital Funds to the Operating Budget absorbed all the additional costs.

Legal Fees increased by approximately $31,000 (77%) over the previous years due to the number of legal cases brought against the housing authority (See General Counsel's Report elsewhere in this report.)

Training costs were significantly higher than the previous year. This category may be adjusted during the final audit, since this is charged off to Capital Funds and the total allocation had not been received by the close of this year's books.

Travel costs were 41% less than they were in FY 2001. *Accounting/Auditing* costs were 20% greater than the previous year. This can be attributed to the extra time needed for the independent auditor to assist the department in converting to new Generally Accepted Accounting Principles required by HUD this past year.

Sundry costs rose 12% over the previous year, but most of the additional costs were absorbed by the Capital Fund transfer.

Table 6. Administrative Expenses FY 1998 - FY 2002

Budget Category	FY 2002 (Budget)	FY 2002 (Actual)	FY 2001 (Actual)	FY 2000 (Actual)	FY 1999 (Actual)	FY 1998 (Actual)
Administrative Salaries	$1,792,277	$2,153,253	$1,902,712	$1,771,532	$1,480,281	$1,381,239
Legal	16,600	72,656	40,935	41,413	13,000	13,000
Training	0	59,907	26,711	295	0	0
Travel	12,640	6,753	11,450	17,939	4,910	11,000
Audit/Accounting	39,010	71,196	59,779	45,010	28,000	28,000
Sundry	330,913	494,765	441,203	374,710	233,588	179,270
Total	**$2,191,440**	**$2,858,530**	**$2,482,790**	**$2,250,899**	**$1,759,779**	**$1,612,509**

Figure 10. Actual Distribution of Administrative Expenses FY 2002
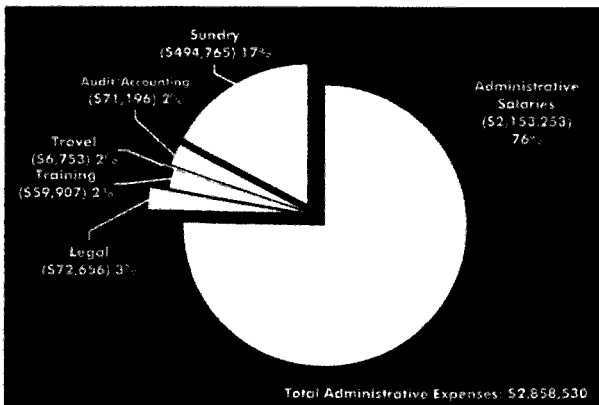
Figure 11. Administrative Expenses FY 1998 - FY 2002
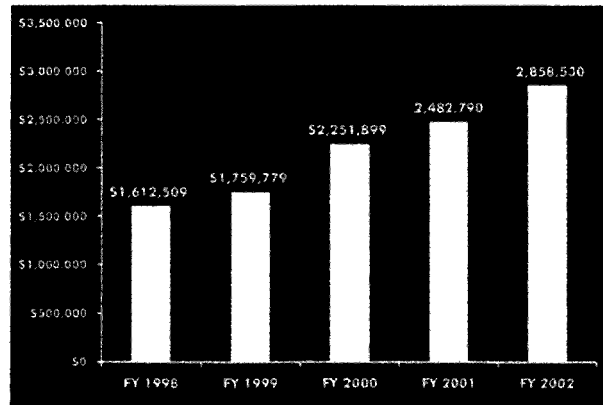
Table 6a. Administrative Expenses Rate of Change FY 1998 – FY 2002

Rate of Increase (Decrease) FY 2001 – FY 2002		Rate of Increase (Decrease) FY 1998 – FY 2002	
Amount	Percent	Amount	Percent
$0.376m	15%	1.246m	77%

Tenant Services Expenses

Tenant Services expenditures totaled $41,089 in FY 2002, a 95% increase over the previous fiscal year and comprised less than 1% of the annual operating budget. However, the number is deceiving as is the category of spending. Most tenant service expenses are funded under grants received from HUD and other sources and are not part of the annual operating budget. *Tenant Service* Expenses in the annual operating budget are a small amount used by resident associations to hold functions at the developments. Starting next year, HUD will increase the allocation for tenant services with a separate source of funds and increase the allocation per household. With the increase come new regulations, which require the PHA to fund only those resident associations that have been certified. By this they mean that the association has been fairly elected, they are representative, and have written by-laws documenting how candidates will be chosen and how elections will be conducted. The new regulations also prohibit the funds to be used for entertaining or recreational purposes, unless used in conjunction with resident training and development programs.

Table 7. Tenant Services Expenses FY 1998 – FY 2002

Budget Category	FY 2002 (Budget)	FY 2002 (Actual)	FY 2001 (Actual)	FY 2000 (Actual)	FY 1999 (Actual)	FY 1998 (Actual)
Tenant Services	$10,240	$41,089	$21,057	$12,455	$6,103	$7,150
Total	**$10,240**	**$41,089**	**$21,057**	**$12,455**	**$6,103**	**$7,150**

Table 7a. Tenant Services Expenses Rate of Change FY 1998 – FY 2002

Rate of Increase (Decrease) FY 2001 – FY 2002		Rate of Increase (Decrease) FY 1998 – FY 2002	
Amount	Percent	Amount	Percent
$20,032	95%	$33,939	475%

Utility Expenses

Utility Expenses comprise 26.8% of the annual operating budget for FY 2002. This budget category is one of the few major categories of spending that actually decreased from the previous year. Utilities costs decreased by 5.4% from $3.854 million to $3.645 million. Most of the savings has to do with the three-year rolling base that is used to determine utility costs and that the winter was unseasonably mild last year. Each utility category declined except for sewer usage fees, which increased by 10.3%.

Commissioners, and others reading this report, are invited to review our Annual Energy Management & Utility Report, which tracks all utilities by month, and development. This comprehensive report also tracks trends in usage and cost over several years.

Table 8. Utilities Expenses FY 1998 – FY 2002

Budget Category	FY 2002 (Budget)	FY 2002 (Actual)	FY 2001 (Actual)	FY 2000 (Actual)	FY 1999 (Actual)	FY 1998 (Actual)
Water	$350,522	$434,376	$376,569	$401,366	$343,846	$328,927
Electric	1,491,129	1,462,051	1,528,681	1,214,593	1,360,745	1,341,303
Gas	1,094,208	1,038,745	1,151294	727,147	667,868	764,135
Fuel Oil	176,888	118,298	177,571	177,499	73,086	92,194
Sewer Fees	359,904	396,342	359,755	350,951	395,619	386,896
Other Utilities	0	0	63,608	76,156	81,250	84,498
Labor	247,023	196,029	196,906	197,988	193,666	199,454
Total	**$3,719,674**	**$3,645,841**	**$3,854,384**	**$3,145,700**	**$3,116,080**	**$3,197,407**

Figure 12. Distribution of Utilities Expenses FY 2002
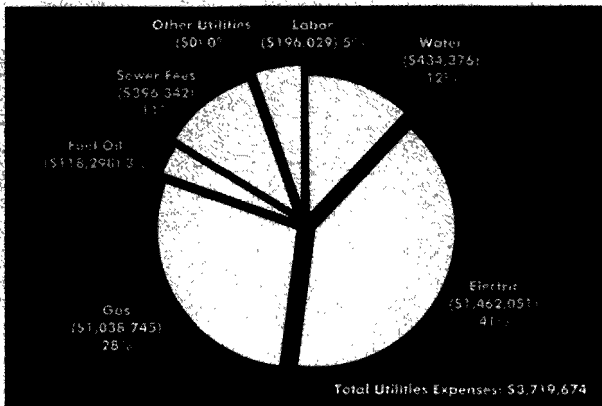
Figure 13. Utilities Expenses FY 1998 – FY 2002
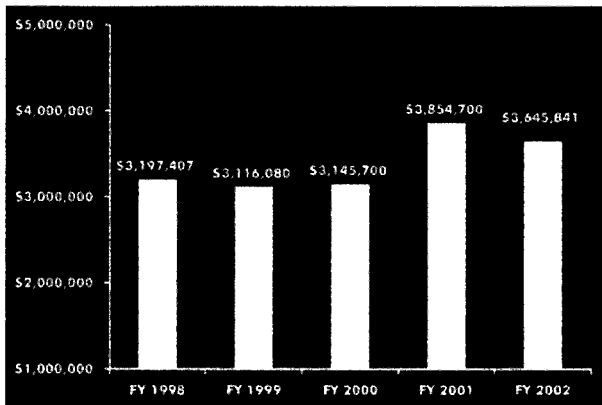
Table 8a. Utilities Expenses Rate of Change FY 1998 – FY 2002

Rate of Increase (Decrease) FY 2001 – FY 2002		Rate of Increase (Decrease) FY 1998 – FY 2002	
Amount	Percent	Amount	Percent
-$208,543	-5.4%	$448,434	14%

> "This budget category [Utility Expenses] is one of the few major categories of spending that actually decreased from the previous year."

Ordinary Maintenance

Ordinary Maintenance comprised 32% of the FY 2002 annual operating budget. Costs rose by $85,297 over the previous year, a 2% increase overall. *Ordinary Maintenance Costs* have increased 42.8% since FY 1998, an average annual increase of 8.5%. Two of the line items in the ordinary maintenance category experienced increases this past year: *Labor* (3.6%) and *Trash Removal* (5.9%). *Materials Costs* decreased by 4.2%, while *Contract Costs* decreased by less than one percent.

Table 9. Ordinary Maintenance Expenses FY 1998 – FY 2002

Budget Category	FY 2002 (Budget)	FY 2002 (Actual)	FY 2001 (Actual)	FY 2000 (Actual)	FY 1999 (Actual)	FY 1998 (Actual)
Labor	$2,857,062	$3,140,306	$3,030,828	$2,890,902	$2,706,412	$2,384,014
Materials	543,849	707,145	738,402	260,856	449,146	479,006
Contract Costs	456,897	300,014	302,715	262,707	152,468	82,258
Garbage/Trash Removal	95,386	178,238	168,461	183,002	152,468	82,258
	$3,953,194	$4,325,703	$4,240,406	$3,597,467	$3,460,494	$3,027,536

Figure 14. Actual Distribution of Ordinary Maintenance Expenses FY 2002

Total Ordinary Maintenance Expenses: $4,325,703
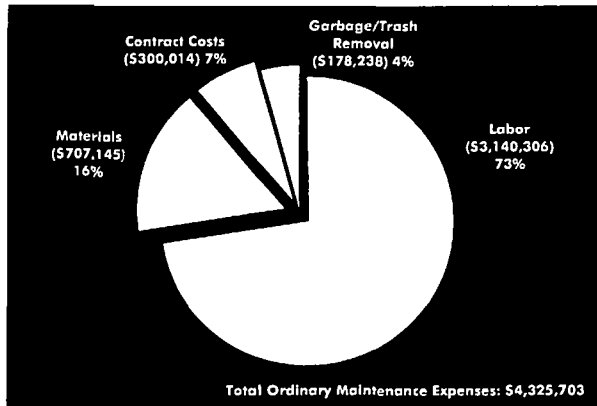
Figure 15. Ordinary Maintenance Expenses FY 1998 – FY 2002
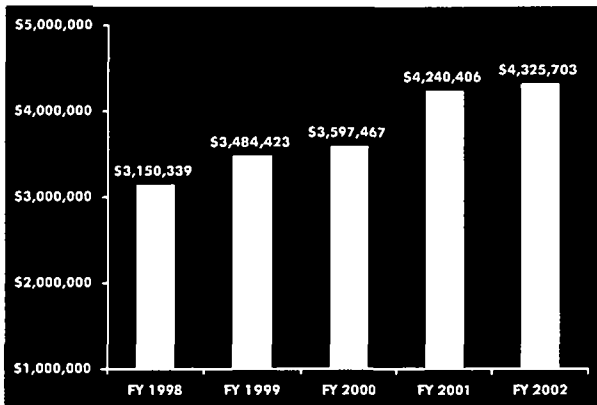
Table 9a. Ordinary Maintenance Expenses Rate of Change FY 1998 – FY 2002

Rate of Increase (Decrease) FY 2001 – FY 2002		Rate of Increase (Decrease) FY 1998 – FY 2002	
Amount	Percent	Amount	Percent
$85,297	2.0%	$1.298m	42.8%

Protective Services

Protective Services comprised less than one percent of the annual operating budget for FY 2002. Usually this budget category is minor with most of the funding being provided through other grants. For example, in FY 2002, the PHA expended $449,480 on security services, not counting expenditures for security capital expenditures such as cameras, improved lighting and vehicles. The security camera and access card system that was installed in our high-rise developments alone cost $700,000. The dramatic increase in Protective Services in the operating budget is primarily due to additional hours of security at our high-rises and the creation of four security monitor positions. These personnel monitor the 69 security cameras installed in our high-rise elderly/disabled development 24 hours a day.

Table 10. Protective Services Expenses FY 1998 – FY 2002

Budget Category	FY 2002 (Budget)	FY 2002 (Actual)	FY 2001 (Actual)	FY 2000 (Actual)	FY 1999 (Actual)	FY 1998 (Actual)
Salaries/Costs	0	$96,233	$15,463	$28,817	$0	$0

General Expenses

General Expenses comprised 19% of the annual operating budget in FY 2002. Costs increased by 16% ($0.381m) from the previous year and by 40% over the last five years, an average annual increase of 8%.

The greatest increase came in *Insurance*, which increased by 54% ($182,718). This increase is attributable to substantial increases in property insurance and smaller increases in Workers

Compensation and Auto Insurance. *Employee Benefits* increased by 10% due to increases in health care costs. (See Executive/Administration section of this report for a more comprehensive review of insurance and health care costs.) *Collection Losses* were slightly higher ($8,245) than anticipated and 5.7% more than last year.

Table 11. General Expenses FY 1998 – FY 2002

Budget Category	FY 2002 (Budget)	FY 2002 (Actual)	FY 2001 (Actual)	FY 2000 (Actual)	FY 1999 (Actual)	FY 1998 (Actual)
Insurance	$363,056	**$523,244**	$340,526	$342,989	$296,555	$282,473
P.I.L.O.T.	84,483	**69,316**	52,297	90,952	81,118	60,208
Terminal Leave Payments	15,000	**823**	0	0	0	5,410
Employee Benefit Contribution	1,990,428	**1,903,072**	1,730,417	1,571,927	1,437,395	1,475,328
Collection Losses	35,000	**152,127**	143,882	-8,083	76,659	57,024
Total	**$2,487,967**	**$2,648,582**	**$2,267,122**	**$1,997,785**	**$1,891,727**	**$1,880,443**

Figure 16. Actual Distribution of General Expenses FY 2002
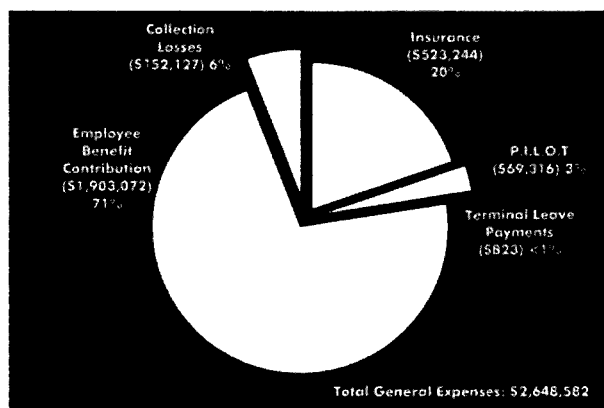
Figure 17. General Expenses FY 1998 – FY 2002
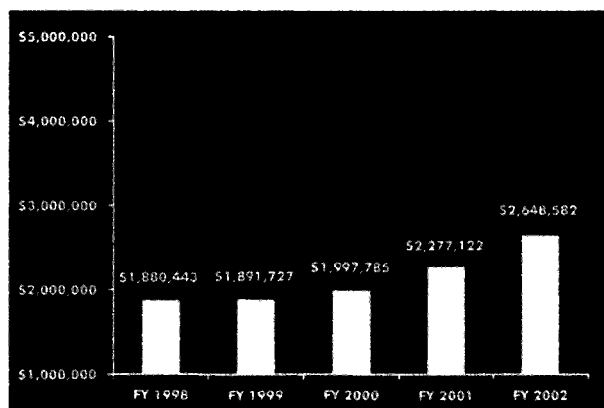
Table 11a. General Expenses Rate of Change FY 1998 – FY 2002

Rate of Increase (Decrease) FY 2001 – FY 2002		Rate of Increase (Decrease) FY 1998 – FY 2002	
Amount	Percent	Amount	Percent
$0.381m	16%	0.768	40%

A new hand-held computer used to make purchasing functions more efficient

Capital Expenditures

There were no *Capital Expenditures* from the annual operating budget in FY 2002. All *Capital Expenditures* were undertaken under the separate

Capital Funds Budget funded under a grant from HUD. (See Comprehensive Budget spreadsheets at the end of this section.)

Table 12. Capital Expenditures FY 1998 – FY 2002

Budget Category	FY 2002 (Budget)	FY 2002 (Actual)	FY 2001 (Actual)	FY 2000 (Actual)	FY 1999 (Actual)	FY 1998 (Actual)
Casualty Losses	$0	$0	$0	$1,571	$0	$0
Betterments & Additions	$0	$0	0	0	18,770	16,735
Repl. of Equipment	$0	$0	107,399	215,365	89,908	90,729
Total	**$0**	**$0**	**$107,399**	**$216,936**	**$108,678**	**$107,464**

OTHER FINANCIAL DATA

The Annual Operating Budget's $374,804 surplus increased the *Operating Reserve* 9.5% to $4,322,300, 83% of our allowable maximum reserve. The *Operating Reserve* has increased 41.3% since 1998, an average annual increase of 8.2%. This is the first time in two years that we sustained a surplus to add

to the reserve. The surplus this year was more than the deficits incurred over the last two years.

Accounts Receivable decreased by $10,230 (15.6%) from the previous year. However, *Vacated Tenants Accounts* increased by $6,700 (4.6%).

Table 13. Other Financial Data FY 1998 – FY 2002

| Budget Category	FY 2002 (Budget)	FY 2002 (Actual)	FY 2001 (Actual)	FY 2000 (Actual)	FY 1999 (Actual)	FY 1998 (Actual)
Operating Reserve	$4,118,590	$4,322,300	$3,947,496	$4,094,007	$4,294,504	$2,533,933
Max. Operating Reserve	6,181,240	5,183,520	5,183,520	5,183,520	5,183,520	5,169,753
Pct of Allowable Reserve	66%	83%	76%	79%	83%	49%
Accounts Receivable	$65,507	$55,227	65,507	65,507	36,509	39,133
Vacated Tenants	$140,000	$152,126	$145,427	$145,427	$95,262	$80,121

Table 13a. Operating Reserve Rate of Change FY 1998 – FY 2002

Rate of Increase (Decrease) FY 2001 – FY 2002		Rate of Increase (Decrease) FY 1998 – FY 2002	
Amount	Percent	Amount	Percent
$0.375m	9.5%	$1.788m	41.3%

"The surplus this year was more than the deficits incurred over the last two years."

Table 15 - Income and Expenses FY 2002

Account Number	Description	Operating	Section 8	Modernization	Comprehensive Grant Program	Development	HUD / Other	State / City	Other	Total
INCOME FROM OPERATIONS:										
3110	Dwelling Rents	$5,476,993.37	$0	$0	$0	$0	$0	$0	$0	**$5,476,993.37**
3120	Excess Utilities	7,429.02	0	· 0	0	0	0	0	0	**7,429.02**
3190	Non dwelling Rental	$0	0	0	0	0	0	0	0	**$0**
3610	Interest Generated Fund	47,241.97	69,259.00	0	0	0	0	0	0	**116,500.97**
3690	Other Operational Receipts	1,242,226.21	150,542.00	0	0	0	0	0	0	**1,392,768.21**
Total Operating Receipts		**$6,749,829.49**	**$219,801.00**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$6,969,630.49**
HUD CONTRIBUTIONS:										
8020	Operating Subsidy	$7,240,953.00	$0	$0	$0	$0	$1,339,512.78	$0	$0	**$8,580,465.78**
8029	HUD Grants	0	0	3,504,574.35	1,620,607.95	· 0	0	0	69,679.00	**5,194,861.30**
	HAP Receipts Rental Housing	0	20,203,397.00	0	0	0	0	0	0	**20,203,397.00**
Total Subsidy		**$7,240,953.00**	**$20,203,397.00**	**$3,504,574.35**	**$1,620,607.95**	**$0**	**$1,339,512.78**	**$0**	**$69,679.00**	**$33,978,724.08**
CITY + STATE GRANTS										
	State Grants	$0	$0	$0	$0	$0	$0	$193,506.78	$0	**$193,506.78**
	City Grants	0	0	0	0	0	0	330,915.05	0	**330,915.05**
	Total Grants	0	0	0	0	0	0	524,421.83	0	**524,421.83**
Total Receipts		**$13,990,782.49**	**$20,423,198.00**	**$3,504,574.35**	**$1,620,607.95**	**0**	**$1,339,512.78**	**$524,421.83**	**$69,679.00**	**$41,472,776.40**
OPERATING EXPENSES										
ADMINISTRATION										
4110	Administrative Salaries	$2,153,253.33	$1,018,746.00	$448,992.63	$0	$0	$124,913.24	$24,444.83	$0	**$3,770,350.03**
4120	Compensated Absences	43,597.43	52,763.00	· 0	0	0	0	0	0	**96,360.43**
4130	Legal Expenses	72,656.00	0	0	0	0	0	0	0	**72,656.00**
4140	Staff Training	59,907.36	0	0	0	0	72.00	0	0	**59,979.36**
4150	Travel	6,753.47	0	0	0	0	73.00	0	0	**6,826.47**
4170	Accounting / Auditing	71,196.00	8,250.00	0	0	0	0	0	0	**79,446.00**
4180	Telephone	132,829.65	0	0	0	0	2,447.15	0	0	**135,276.80**
4190	Sundry	361,942.69	61,494.00	30,348.29	0	0	9,338.56	14,546.24	0	**477,669.78**
Total Administrative Expenses		**$2,902,135.93**	**$1,141,253.00**	**$479,340.92**	**$0**	**$0**	**$136,843.95**	**$38,991.07**	**$0**	**$4,698,564.87**

Account Number	Description	Operating	Section 8	Modernization	Comprehensive Grant Program	Development	HUD / Other	State / City	Other	Total
TENANT SERVICES:										
4210	Salaries	$6,351.97	$0	$35,155.98	$0	$0	$715,205.09	$193,943.74	$0	**$950,656.78**
4220	Recreation, Publications, Other	24,016.59	0	0	0	0	50,359.79	29,399.70	0	**103,776.08**
4230	Contract Costs, Training	10,720.00	0	0	0	0	120,744.28	11,745.00	0	**143,209.28**
Total Tenant Expenses		**$41,088.56**	**0**	**$35,155.98**	**0**	**0**	**$886,309.16**	**$235,088.44**	**0**	**$1,197,642.14**
UTITLIES										
4310	Water	$434,375.50	$0	$0	$0	$0	$0	$0	$0	**$434,375.50**
4320	Electricity	1,462,050.63	0	0	0	0	2,290.87	0	0	**1,464,341.50**
4330	Gas	1,038,745.19	0	0	0	0	2,244.58	0	0	**1,040,989.77**
4340	Fuel	118,297.93	0	0	0	0	0	0	0	**118,297.93**
4350	Labor	196,028.55	0	0	0	0	0	0	0	**196,028.55**
4390	Other Utilities	396,343.57	0	0	0	0	0	0	0	**396,343.57**
Total Utilities Expenses		**$3,645,841.37**	**$0**	**$0**	**$0**	**$0**	**$4,535.45**	**$0**	**$0**	**$3,650,376.82**
ORDINARY MAINTENANCE & OPERATIONS										
4410	Labor	$3,140,306.21	$0	$9,031.08	$0	$0	$0	$0	$0	**$3,149,337.29**
4420	Materials	707,146.92	0	0	0	0	0	13,849.89	0	**720,996.81**
4430	Contract Costs	300,013.22	0	0	0	0	0	0	0	**300,013.22**
4431	Trash Removal	178,237.00	0	0	0	0	0	0	0	**178,237.00**
Total Maintenance Expenses		**$4,325,703.35**	**$0**	**$9,031.08**	**$0**	**$0**	**$0**	**13,849.89**	**$0**	**$4,348,584.32**
PROTECTIVE SERVICES										
4460	Protective Service Labor	$96,233.30	$0	$149,869.55	$0	$0	$0	$123,257.20	$56,459.50	**$425,819.55**
4470	Protective Service Maintenance	0	0	23,660.81	0	0	0	0	0	**23,660.81**
4480	Contract Costs	0	0		0	0	0	0	0	**0**
Total Security		**$96,233.30**	**$0**	**$173,530.36**	**$0**	**$0**	**$0**	**$123,257.20**	**$56,459.50**	**$449,480.36**

Account Number	Description	Operating	Section 8	Modernization	Comprehensive Grant Program	Development	HUD / Other	State / City	Other	Total
GENERAL EXPENSES										
4510	Insurance	$523,243.57	$0	$0	$0	$0	$0	$0	$0	**$523,243.57**
4520	P.I.L.O.T.	69,316.38	0	0	0	0	0	0	0	**69,316.38**
4530	Terminal Leave Payments	823.00	0	0	0	0	0	6,721.07	0	**7,544.07**
4540	Employee Benefit Contribution.	1,859,466.48	364,560.00	216,584.40	0	0	268,712.91	98,984.16	13,219.50	**2,821,527.45**
4570	Collection Losses	152,126.58	0	0	0	0	0	0	0	**152,126.58**
Total Routine Expenses		**$2,604,976.01**	**$364,560.00**	**$216,584.40**	**$0**	**$0**	**$268,712.91**	**$105,705.23**	**$13,219.50**	**$3,573,758.05**
NONROUTINE MAINTENANCE										
4610	Extraordinary Maintenance	$0	$0	$0	$0	$0	$0	$0	$0	**$0**
4620	Casualty Losses	0	0	0	0	0	0	0	0	**0**
4800	Depreciation Lost	4,541,664.00	4,572.00	0	0	0	4,476.00	2,927.00	0	**$4,553,639.00**
Total Non-routine Expenses		**$4,541,664.00**	**$4,572.00**	**0**	**0**	**0**	**$4,476.00**	**$2,927.00**	**0**	**$4,553,639.00**
	HAP Payments	$0	$18,348,993.00	$0	$0	$0	$0	$0	$0	**18,348,993.00**
	Other Payments	0	0	968,000.00	0	0	0	0	0	**968,000.00**
Total Other Expenses		**$0**	**$18,348,993.00**	**$968,000.00**	**$0**	**$0**	**$0**	**$0**	**$0**	**$19,316,993.00**
TOTAL OPERATING EXPENSES		**$18,157,642.52**	**$19,859,378.00**	**$1,881,642.74**			**$1,300,877.47**	**519,818.83**	**69,679.00**	**$41,789,038.56**
CAPITAL EXPENDITURES										
7520	Replacement of Nonexpendable Equipment	$0	$0	$0	$0	$0	$0	$0	$0	**$0**
7520-80	Replacement Equipment PHDEP I	0	0	0	0	0	0	0	0	**0**
7520-90	Replacement Equipment PHDEP II	0	0	0	0	0	0	0	0	**0**
7540	Betterment & Additions	0	0	1,622,931.61	1,620,607.95	0	0	0	0	**3,243,539.56**
7580	Proceeds from Disposition of Property	0	0	0	0	0	0	0	0	**0**
7590	Other Nonroutine Expenses	0	0	0	0	0	0	0	0	**0**
Total Capital Expenditures		**$0**	**$0**	**$1,622,931.61**	**$1,620,607.95**	**$0**	**$0**	**$0**	**$0**	**$3,243,539.56**

Account Number	Description	Operating	Section 8	Modernization	Comprehensive Grant Program	Development	HUD / Other	State / City	Other	Total
	Total Operating Expenses Current Year	$18,157,642.52	1$9,859,378.00	$3,504,574.35	$1,620,607.95	$0	$1,300,877.47	$519,818.83	$69,679.00	$45,032,578.12
PRIOR YEAR ADJUSTMENTS										
6010	Affecting Residual Receipts	$0	$0	$0	$0	$0	$0	$0	$0	$0
	Total Operating Expenses Including Prior Year	$18,157,642.52	$19,859,378.00	$3,504,574.35	$1,620,607.95	$0	$1,300,877.47	$519,818.83	$69,679.00	$45,032,578.12
	Residual Receipts or Deficits	$-4,166,860.03	$563,820.00	$0	$0	$0	$38,635.31	$4,603.00	$0	$-3,559,801.72

Table 16. Net Subsidy Funding FY 1998 – FY 2002

	FY 2002	FY 2001	FY 2000	FY 1999	FY 1998
100% Funding	$7,240,953	$6,253,203	$5,920,820	$6,441,426	$6,374,329
Less Unfunded Proration	$0	$-93,798	$-443,956	$0	$-309,966
Adjusted Subsidy Due to Proration	$7,240,953	$6,159,405	$5,476,864	$6,441,426	$6,064,363
Percent Funded	100.00%	98.50%	92.50%	100%	95%
Prior Year Adjustment	$0	$0	$0	$426,121	$-142,436
Subsidy Received	$7,240,953	$6,159,405	$5,476,864	$6,867,547	$5,921,927

Table 17 - Statement of Operating Receipts and Expenditures (PUM's) FY 1998– FY 2002

Number of Development Units		$2,608	$2,608.00	$2,640	$2,620	$2,612
Per Unit Month (PUM)		$31,296	$31,296	$30,264	$31,440	$31,344
Account Number	Account Title	FY 2002	FY 2001	FY 2000	FY 1999	FY 1998
OPERATING RECEIPTS						
3110	Dwelling Rental	$175.01	$166.01	$167.46	$155.56	$144.66
3120	Excess Utilities	0.24	0.00	0.00	0.00	0.00
3190	Nondwelling Rental	0.00	0.00	0.00	0.00	0.00
3610	Interest Income	1.51	2.26	3.90	3.67	3.05
3690	Other Income	39.69	42.53	5.46	7.96	11.35
Total Operating Income		**$216.45**	**$210.80**	**$176.82**	**$167.19**	**$159.06**
OPERATING EXPENSES						
ADMINISTRATION						
4110	Administrative Salaries	$216.45	$210.80	$176.82	$167.19	$159.06
4130	Legal Expense	216.45	210.80	176.82	167.19	159.06
4140	Staff Training	216.45	210.80	176.82	167.19	159.06
4150	Travel	216.45	210.80	176.82	167.19	159.06
4170	Accounting and Auditing	216.45	210.80	176.82	167.19	159.06
4190	Sundry	216.45	210.80	176.82	167.19	159.06
Total Administration Expense		**$91.33**	**$79.34**	**$74.41**	**$55.97**	**$51.44**
TENANT SERVICES						
4210	Salaries	$0.20	$0.10	$0.04	$0.00	$0.20
4220	Recreation, Publications & Other Services	0.77	0.54	0.25	0.19	0.00
4230	Contract Costs	0.34	0.03	0.12	0.00	0.03
Total Tenant Services Expense		**$1.31**	**$0.67**	**$0.41**	**$0.19**	**$0.23**
UTILITIES						
4310	Water	$13.88	$12.03	$13.26	$10.94	$10.49
4320	Electricity	46.72	48.85	40.13	43.28	42.79
4330	Gas	33.19	36.79	23.86	21.24	24.38
4340	Fuel	3.78	5.67	5.87	2.32	3.05
4350	Labor	6.26	6.29	6.54	6.16	14.93
4390	Other Utilities	12.66	13.53	14.11	15.17	6.36
Total Utilities Expense		**$116.49**	**$123.16**	**$103.77**	**$99.11**	**$102.00**
ORDINARY MAINTENANCE						
4410	Labor	$100.34	$96.84	$95.52	$86.08	$76.06
4420	Materials	22.60	23.59	8.62	14.29	15.28
4430	Contract Cost	15.28	9.67	14.72	10.46	9.17
Total Ordinary Maintenance Expense		**$138.22**	**$130.10**	**$118.86**	**$110.83**	**$100.51**

Account Number	Account Title	FY 2002	FY 2001	FY 2000	FY 1999	FY 1998
PROTECTIVE SERVICE						
4480	Contract Costs	$3.07	$0.49	$0.95	$0.00	$0.00
Total Protective Services Expense		**$3.07**	**$0.00**	**$0.95**	**$0.00**	**$0.00**
GENERAL EXPENSE						
4510	Insurance	$16.72	$10.88	$11.33	$9.43	$9.01
4520	Payments in Lieu of Taxes	2.21	1.99	3.01	2.58	1.92
4530	Terminal Leave Payments	0.00	0.00	0.00	0.00	0.17
4540	Employee Benefit Contribution	60.83	55.29	51.94	45.72	47.07
4570	Collection Losses	4.86	4.60	-0.27	2.44	1.82
Total General Expense		**$84.62**	**$72.76**	**$66.01**	**$60.17**	**$59.99**
NONROUTINE MAINTENANCE						
4610	Extraordinary Maintenance	$0.00	$0.00	$0.00	$0.01	$0.00
4620	Casualty Losses	0.13	0.13	0.05	0.00	0.00
Total Non-routine Maintenance		**$0.13**	**$0.13**	**$0.05**	**$0.01**	**$0.00**
CAPITAL EXPENDITURES						
7520	Replacement of Equipment	$0.00	$3.43	$7.12	$2.86	$2.89
7540	Property Betterments	0.00	0.00	0.00	0.60	0.53
7560	Casualty Losses	0.00	0.00	0.00	0.00	0.00
Total Capital Expenditures		**0.00**	**3.43**	**7.12**	**3.46**	**3.42**
TOTAL OPERATING EXPENSES		**$435.17**	**$409.59**	**$371.58**	**$329.74**	**$317.59**
PRIOR YEAR ADJUSTMET						
6010	Affecting Residual Receipts	$0.77	$0.00	$-7.31	$0.00	$0.00
TOTAL OPERATING EXPENSES						
	Including Prior Year Adjustment	435.94	409.59	364.27	329.74	317.59
	Residual Receipt of Deficit	-219.49	-198.79	-187.45	-162.55	-158.53
SUBSIDY						
8020	Current Year	231.37	196.81	180.97	218.43	188.93
8021	Prior Year Adjustment	0.00	0.00	0.00	0.00	0.00
Total HUD Contribution		**$231.37**	**$196.81**	**$180.97**	**$218.43**	**$188.93**
	Residual Receipt of Deficit	$11.88	$-1.98	$-6.48	$55.88	$30.40
OTHER FINANCIAL DATA						
2820	Operating Reserve	$4,578,150	$4,203,346	$3,871,728	$4,294,504	$2,533,933
	Maximum Operating Reserve	6,181,240	5,177,600	5,183,500	5,129,056	5,169,753
	Percent of Allowable Reserve	74%	81%	75%	84%	49%
	Accounts Receivable	55,227	78,583	65,507	36,509	39,133
	Vacated Tenants	$0	$0	$145,427	$95,262	$80,121

Table 18 - Budget to Actual Comparison FY 1998 – FY 2002

	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual
Number of Development Units	$2,608	$2,608	$2,608	$2,608	$2,640	$2,640	$2,620	$2,620	$2,612	$2,612
Per Unit Month (PUM)	$31,296	$31,296	$31,296	$31,296	$30,264	$28,934	$31,440	$31,440	$31,344	$31,344
Account Number / Account Title	**FY 2002**	**FY 2002**	**FY 2001**	**FY 2001**	**FY 2000**	**FY 2000**	**FY 1999**	**FY 1999**	**FY 1998**	**FY 1998**
OPERATING RECEIPTS										
3110 Dwelling Rental	$5,745,320	$5,476,993	$5,394,179	$5,195,345	$5,233,856	$5,068,100	$4,933,879	$4,890,708	$4,834,185	$4,534,182
3120 Excess Utilities	3,000	7,429	3,000	0	3,000	0	3,000	0	3,000	0
3190 Nondwelling Rental	0	0	0	0	0	0	0	0	0	0
3610 Interest Income	114,777	47,242	119,894	171,417	70,818	118,041	86,765	115,314	91,226	95,585
3690 Other Income	24,000	1,242,226	9,200	1,330,891	355,905	165,278	68,225	250,257	8,750	355,822
Total Operating Income	**$5,887,097**	**$6,773,890**	**$5,526,273**	**$6,697,654**	**$5,663,579**	**$5,351,419**	**$5,091,869**	**$5,256,279**	**$4,937,161**	**$4,985,589**
OPERATING EXPENSES										
ADMINISTRATION										
4110 Administrative Salaries	$1,792,277	$2,153,253	$1,600,020	$1,902,712	$1,595,615	$1,771,532	$1,481,562	$1,480,281	$1,381,239	$1,381,239
4130 Legal Expense	16,600	72,656	16,600	40,935	16,600	41,413	13,000	13,000	13,000	13,000
4140 Staff Training	0	59,907	0	26,711	0	295	0	0	0	0
4150 Travel	12,640	6,753	12,640	11,450	11,848	17,939	11,000	4,910	11,000	11,000
4170 Accounting / Auditing	39,010	71,196	39,010	59,779	35,500	46,010	28,000	28,000	28,000	28,000
4190 Sundry	330,913	494,765	290,635	441,203	262,814	374,710	237,305	233,588	179,270	179,270
Total Administrative Expense	**$2,191,440**	**$2,858,530**	**$1,958,905**	**$2,482,790**	**$1,922,377**	**$2,251,899**	**$1,770,867**	**$1,759,779**	**$1,612,509**	**$1,612,509**
TENANT SERVICES										
4210 Salaries	$0	$6,352	$0	$3,205	$0	$1,281	$0	$0	0	$6,131
4220 Recreation, Publication, Other	10,204	24,017	10,204	16,813	10,204	7,503	10,204	6,103	10,204	0
4230 Contract Costs	0	10,720	0	1,040	0	3,671	0	0	0	1,019
Total Tenant Service Expense	**$10,204**	**$41,089**	**10,204**	**$21,057**	**$10,204**	**$12,455**	**$10,204**	**$6,103**	**$10,204**	**$7,150**

Account Number	Account Title	FY 2002	FY 2002	FY 2001	FY 2001	FY 2000	FY 2000	FY 1999	FY 1999	FY 1998	FY 1998
UTILITIES											
4310	Water	$350,522	$434,376	$356,278	$376,569	$623,857	$401,366	$485,864	$343,846	$349,189	$328,927
4320	Electricity	1,491,129	1,462,051	1,313,415	1,528,681	1,488,284	1,214,593	1,306,705	1,360,745	1,336,422	1,341,303
4330	Gas	1,094,208	1,038,745	655,680	1,151,294	530,504	727,147	527,176	667,868	456,546	764,135
4340	Fuel	176,888	118,298	259,152	177,574	203,877	177,499	359,427	73,086	745,513	92,194
4350	Labor	247,023	196,029	239,827	196,906	165,270	197,988	160,458	193,666	151,806	199,454
4380	Sewer Usage Fees	359,904	396,342	301,731	423,363	408,124	427,107	469,879	476,869	405,062	471,394
4390	Other Utilities	350,522	434,376	356,278	376,569	623,857	401,366	485,864	343,846	349,189	328,927
Total Utilities Expense		**$3,719,674**	**$3,645,841**	**$3,126,083**	**$3,854,387**	**$3,419,916**	**$3,145,700**	**$3,309,509**	**$3,116,080**	**$3,444,538**	**$3,197,407**
ORDINARY MAINTENANCE											
4410	Labor	$2,857,062	$3,140,306	$2,840,382	$3,030,828	$2,706,723	$2,890,902	$2,537,976	$2,706,412	$2,403,214	$2,384,014
4420	Materials	543,849	707,145	543,849	738,402	494,408	260,856	494,408	449,146	494,408	479,006
4430	Contract Costs	456,897	300,014	283,546	302,715	113,871	262,707	111,417	152,468	90,084	82,258
4431	Garbage / Trash Removal	178,238	178,238	177,600	168,461	177,600	183,002	189,056	176,397	181,463	205,061
Total Ordinary Maintenance Expense		**$4,036,046**	**$4,325,703**	**$3,845,377**	**$4,240,407**	**$3,492,602**	**$3,597,467**	**$3,332,857**	**$3,484,423**	**$3,169,169**	**$3,150,339**
PROTECTIVE SERVICE											
4480	Contract Costs	$0	$96,233	$0	$15,463	$0	$28,817	$0	$0	$0	$0
Total Protective Service Expense		**$0**	**$96,233**	**$0**	**$15,463**	**$0**	**$28,817**	**$0**	**$0**	**$0**	**$0**
GENERAL EXPENSE											
4510	Insurance	$363,056	$523,244	$322,053	$340,526	$310,194	$342,989	$308,599	$296,555	$363,451	$282,473
4520	Payments in Lieu of Taxes	84,483	69,316	84,483	62,297	84,483	90,952	80,291	81,118	63,267	60,208
4530	Terminal Leave Payments	15,000	823	15,000	0	15,000	0	15,000	0	15,000	5,410
4540	Employee Benefit Contribution	1,990,428	1,903,072	1,648,111	1,730,417	1,573,955	1,571,927	1,486,795	1,437,395	1,524,097	1,475,328
4570	Collection Losses	35,000	152,127	35,000	143,882	35,000	-8,083	35,000	76,659	35,000	57,024
Total General Expense		**$2,487,967**	**$2,648,582**	**$2,104,647**	**$2,277,123**	**$2,018,632**	**$1,997,785**	**$1,925,685**	**$1,891,727**	**$2,000,815**	**$1,880,443**

Account Number	Account Title	FY 2002	FY 2002	FY 2001	FY 2001	FY 2000	FY 2000	FY 1999	FY 1999	FY 1998	FY 1998
NONROUTINE MAINTENANCE											
4610	Extraordinary Maintenance	$0	$0	$0	$0	$0	$0	$0	$250	$0	$0
4620	Casualty Losses	0	0	0	4,016	0	1,571	0	0	0	0
Total Nonroutine Maintenance Expense		**$0**	**$0**	**$0**	**$4,016**	**$0**	**$1,571**	**$0**	**$250**	**$0**	**$0**
CAPITAL EXPENDITURES:											
7520	Replacement of Equipment	$0	$0	$130,000	$107,399	$20,000	$215,365	$20,000	$89,908	$20,000	$90,729
7540	Property Betterments	0	0	25,000	0	25,000	0	0	18,770	25,000	16,735
7560	Casualty Losses	0	0	0	0	0	0	0	0	0	0
Total Capital Expenditures		**$0**	**$0**	**$155,000**	**$107,399**	**$45,000**	**$215,365**	**$20,000**	**$108,678**	**$45,000**	**$107,464**
Total Operating Expense		**$12,445,331**	**$13,615,978**	**$11,200,216**	**$13,002,641**	**$10,908,731**	**$11,251,059**	**$10,369,122**	**$10,367,040**	**$10,282,235**	**$9,955,312**
PRIOR YEAR ADJUSTMET											
6010	Affecting Residual Receipts	$0	$24,061	$0	$0	$0	$-221,351	$0	$0	$0	$0
TOTAL OPERATING EXPENSES											
	Including Prior Year Adjustments	$12,445,331	$13,640,039	$11,200,216	$13,002,641	$10,908,731	$11,029,708	$10,369,122	$10,367,040	$10,282,235	$9,955,312
	Residual Receipt of Deficit	$-6,558,234	$-6,866,149	$-5,673,943	$-6,304,988	$-5,245,152	$-5,678,289	$-5,277,253	$-5,110,761	$-5,345,074	$-4,969,723
SUBSIDY											
8020	Current Year	$6,551,379	$7,240,953	$6,159,405	$6,159,405	$5,476,864	$5,476,864	$6,441,426	$6,441,426	$5,921,927	$5,921,927
8021	Prior year Adjustment	0	0	0	0	0	0	426,121	426,121	0	0
Total HUD Contribution		**6,551,379**	**7,240,953**	**6,159,405**	**6,159,405**	**5,476,864**	**5,476,864**	**6,867,547**	**6,867,547**	**5,921,927**	**5,921,927**
Residual Receipt of Deficit		$-6,855	$374,804	$485,462	$-145,583	$231,712	$-201,425	$1,590,294	$1,756,786	$576,853	$952,204
OTHER FINANCIAL DATA											
2820	Operating Reserve	$4,035,738	$4,322,300	$4,528,055	$3,947,496	$4,527,144	$4,093,079	$3,722,222	$4,294,504	$2,390,389	$2,533,933
	Maximum Operating Reserve	6,222,666	5,183,520	5,600,108	5,183,520	5,169,759	5,183,520	5,169,759	5,183,520	5,118,618	5,169,753
	Percent of Allowable Reserve	83%	83%	76%	76%	79%	79%	36%	83%	47%	49%
	Accounts Receivable	65,507	55,227	55,219	65,507	36,509	65,507	36,509	36,509	45,170	39,133
	Vacated Tenants	$0	$0	$101,240	$145,427	$95,262	$145,427	$95,262	$95,262	$59,462	$80,121

The Public Housing Unit patrol vehicles at 335 Hartford Park

SUMMARY

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

Through the efforts made by the PHU, officers past and present have been collectively awarded 61 Police Department and City awards while assigned to the PHU. In 1992, the National Association for Housing and Redevelopment Officials' (NAHRO) awarded our program with the *National Award of Merit* in *Program Innovation-Client* and *Resident Services for the Security Program.* Also that year, the *Providence Housing Unit (PHU)* merited the *Public Safety Commissioner's Award* for best overall performance in the *Providence Police Department (PPD).* The PHU was featured in a nationally televised HUD video introducing the "One strike, you're out" policy. This recognition was a testament to the PHA's commitment to ensure a safe and orderly environment for its residents. Other awards issued between 1992-2002 were thirteen *Archambault Awards*, two *Mayors Awards*, six *Commissioners Awards*, thirteen *Chief's Awards*, six *City Council Awards*, five *American Legion Awards*, four *Hostage Situation Ribbons*, seven awards from outside agencies, four *Police Reserve Awards* numerous letters of commendation, and one *Humanitarian Award.*

SECURITY TABLE OF ORGANIZATION

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

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

The Public Housing Unit

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

At the present time there is one Police Department Sergeant and four patrol officers assigned by the police department to the PHU, with the Sergeant being the commanding officer. Having four patrol officers assigned to the PHU allows for availability of three patrol officers on a daily basis. Due to the 4-day on and 2-day off rotating schedule, there are always one or two officers off-duty. This unit operates at peak efficiency when there are no fewer than six patrol officers assigned to the unit. A request has been made to the Police Department to replace the two openings with other officers, and the PHU has expressed the desire to have an additional two-man team assigned to the PHU. The additional team is needed due to the PHU assuming the responsibility of patrolling other assisted housing developments in the City.

The City of Providence and the PHA share in the cost of the PHU and it's officers. The city is responsible

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

The Police Reserves

In addition to the police officers assigned to the PHU, 28 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 80 hours per week on average.

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 40 hours of training for elderly/disabled high-rise security officers mandated by the State Department of Elderly Affairs (DEA). The security officers receive their training from the PHA Security Operations Manager and the PHU officers. The PHU officers and the PHA Security Operations Manager provide this training given their expertise in the field and their first hand knowledge of the problems often encountered in these buildings. The security officers, as a whole, work 422 hours per week on average.

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

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

Resident Crime Watches

In the past several years, resident crime watches have been organized in all of the PHA elderly/disabled high-rises and in two of the family developments. As of this date only one of the high-rises, Dominica Manor, has an active crime watch. The primary reasons for the failure of the crime watches in the other high-rises and the family developments are the lack of interest on the part of the residents and also dissention between the members of the crime watch. The PHA does not plan to expand on the resident crime watches.

The Chairman, Executive Director and the Dominica Manor Crime Watch

The Security Monitors + Dispatchers

In FY-2002 the PHA installed a security system in the six elderly high-rises. The security system consists of cameras and alarms on the ground floor doors and entrance/exit ways and also the elevators. In addition the main lobby doors were changed to card access doors. The security monitors/dispatchers have the primary duty of monitoring the security system and

cameras and also dispatching the PHU officers to police service calls received by the monitors or referring the caller to the police or fire department when the PHU officers are off duty. The security monitors/dispatchers are located in the PHU Sub-Station/Security Office where the primary monitoring station is located. The security monitors/dispatchers are on duty 24 hours per day with the exception of the 8:00AM to 4:00PM Sunday Shift.

The PHA Security Operations Manager

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

The SOM periodically attends management and tenant meetings to discuss security concerns should developments experience security problems. There is close coordination between the SOM and department directors to maintain and ensure that new and/or future security measures will be effective.

The SOM has the responsibility to ensure that the PHA is in compliance with Department of Elderly Affairs mandates pertaining to resident safety and safety education in the elderly/disabled high-rises. This includes mandates regarding the training and managing of the security officers.

Fraud Investigator

In FY 2000 a Fraud Investigator was hired to address management's complaints on tenants or Section 8 landlords, assist in BCI checks and head an investigative team for complaints involving PHA employees. The Fraud Investigator is a retired Providence Police Sergeant and a former Community Protection Officer (Presently called PHU). The Fraud Investigator also has a working knowledge of the security surveillance systems currently available and he has been instrumental in upgrading the security systems in the PHA high-rises. The Fraud Investigator operates from the Public Housing Unit sub-station at 335 Hartford Park.

Figure 1. PHA Security Access System

Providence Housing Authority
Security Access System
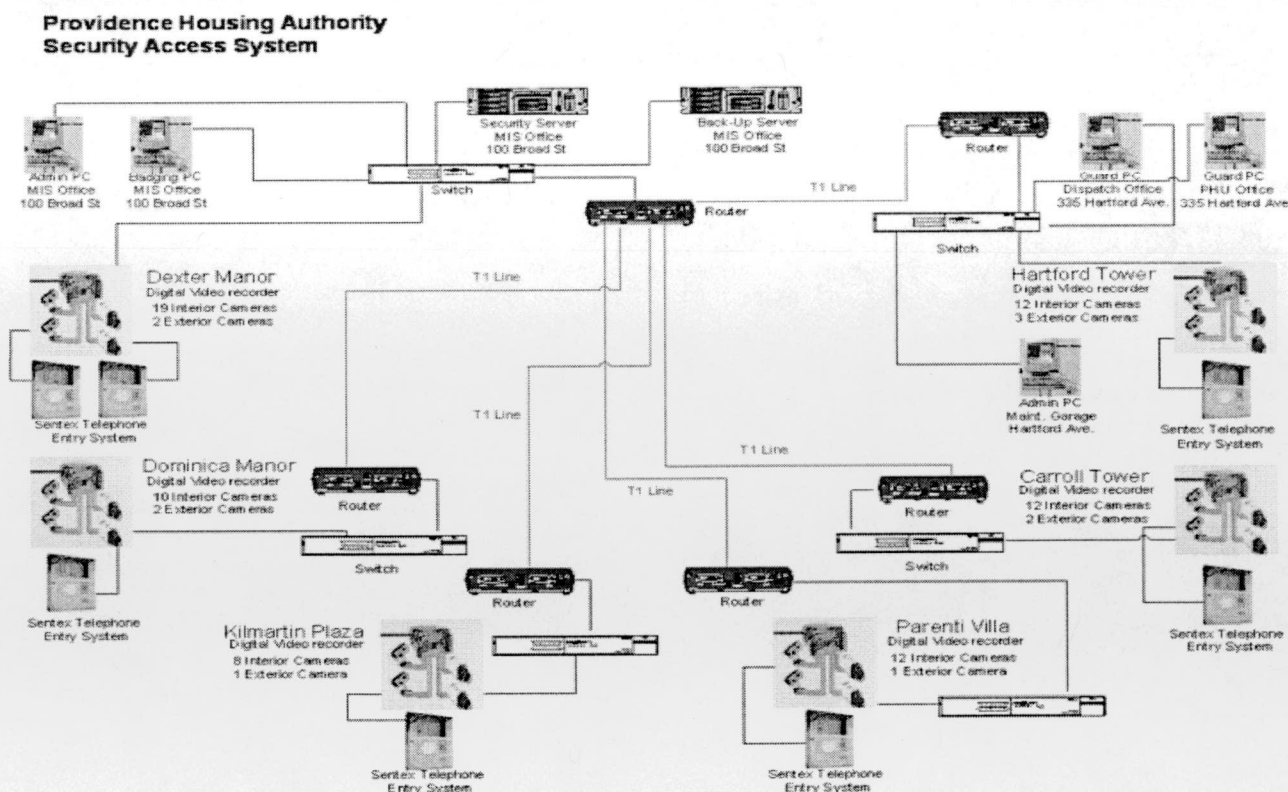
SECURITY CRIME DATA

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

Daily Activity Reports (DAR)

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

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

Security Work Orders

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

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

Weekly Activity Reports

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

Monthly Management Report (MMR)

This report is broken into six separate reporting forms. The first is 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 second 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 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 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 fifth 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 sixth and last report is the Fraud Investigation Report. It tracks referrals received, referrals cleared by investigation and administration, referrals determined unfounded and BCI checks for new employees and applicants.

Fiscal Year Report

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

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

Calendar Year Report

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

POLICE RESPONSES

Police responses are the result of phone calls made by PHA residents either to the 911 system, the Providence Police dispatcher or the PHA dispatcher.
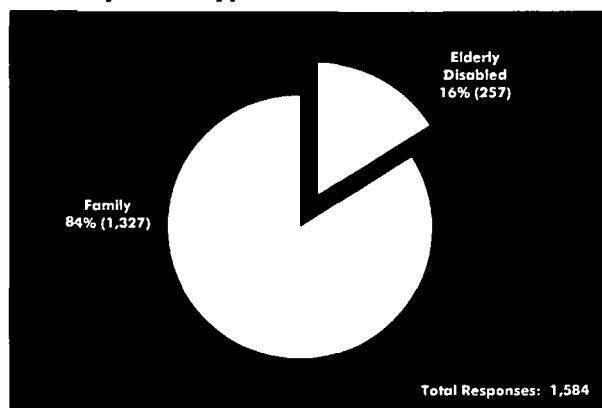
Residents are instructed to call both the Providence Police and the Public Housing Unit in order to ensure a more timely response to the call.

Table 1. Total Police Responses FY 2002

| Development	July 2001	August 2001	September 2001	October 2001	November 2001	December 2001	January 2002	February 2002	March 2002	April 2002	May 2002	June 2002	Total	Percent
Chad/Ad/Sun	36	12	17	34	25	31	34	26	26	34	47	63	385	24.3%
Hartford Park	44	34	36	46	47	38	37	33	59	64	52	52	542	34.2%
Manton Heights	13	19	22	23	23	20	19	14	16	22	35	22	248	15.6%
Roger Williams	2	2	2	3	2	3	7	5	1	1	1	2	31	2.0%
Codding Court	10	4	10	10	4	12	8	3	4	7	9	10	91	5.7%
Scattered Sites	4	2	2	3	1	2	1	1	4	3	5	2	30	1.9%
Subtotal	**109**	**73**	**89**	**119**	**102**	**106**	**106**	**82**	**110**	**131**	**149**	**151**	**1,327**	**83.8%**
Dexter Manor I/II	8	5	5	6	6	5	12	5	8	8	15	6	89	5.6%
Parenti Villa	14	5	4	4	7	6	5	6	11	3	8	6	79	4.9
Kilmartin Plaza	7	5	5	3	4	2	1	2	6	2		3	40	2.5%
Dominica Manor		1	1	1		2	4		1	1	2	1	14	0.9%
Carroll Tower	2	3		9	3	2	2	1	3	4	5	1	35	2.2%
Subtotal	**31**	**19**	**15**	**23**	**20**	**17**	**24**	**14**	**29**	**18**	**30**	**17**	**257**	**16.2%**
Overall Total	**140**	**92**	**104**	**142**	**122**	**123**	**130**	**96**	**139**	**149**	**179**	**168**	**1,584**	**100%**

In FY 2001 there were 1,584 police responses for all PHA developments. This represents a seven percent decrease in police responses from FY 2001. Family developments accounted for 1,327 (83.8%) of the police responses in FY 2002 and elderly/disabled developments accounted for 257 (16.2%) of the police responses. The family developments experienced a decrease of 5.7% in police responses since last year, while elderly/disabled developments experienced an decrease of 13% since FY 2001.
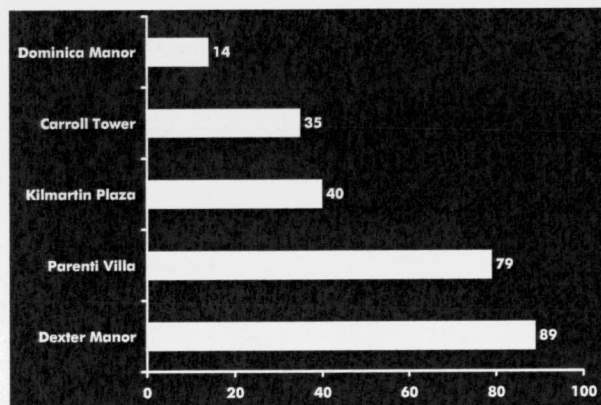
Hartford Park had the largest portion of police responses for the family developments accounting for 542 (34%) of the total police responses at the family developments. Chad Brown/Admiral Terrace had 385 (24%), Manton Heights had 248 (16%), Codding Court had 91 (6%), Roger Williams had 31 (2%) and scattered-site locations had 30 (2%) of the total police responses at family developments.

Figure 2. Total Police Responses by Development Type FY 2002

Elderly Disabled 16% (257)
Family 84% (1,327)
Total Responses: 1,584

Figure 3. Total Police Responses at Family Developments
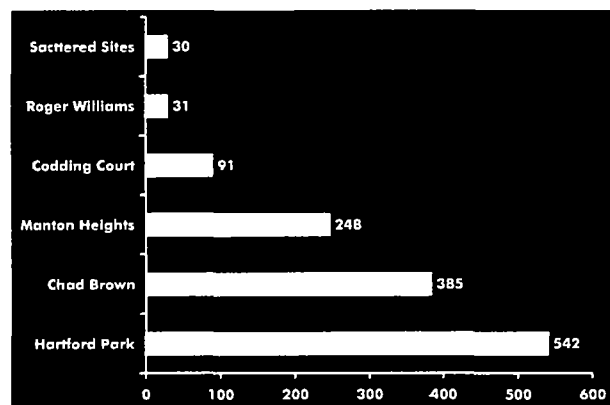
Dexter Manor accounted for 89 (34.5%), the largest number of police responses for the elderly/disabled developments. Parenti Villa accounted for 79 (31%), Kilmartin Plaza accounted for 40 (15.5%), Carroll Tower accounted for 35 (14%) and Dominica Manor accounted for 14 (5%) of the total police responses at elderly/disabled developments.

Although there were no arrests made for murder or rape by the PHU, there were six arrests for robbery, seven for assault , five for B&E, three for larceny and thirteen for motor vehicle theft.

Figure 4. Total Police Responses at Elderly/Disabled Developments

The Security Operations Manager at work

PART I ARRESTS

Part I offenses include murder, rape, robbery, breaking & entering, larceny, motor vehicle theft and assault. Part I arrests have increased by 1% since FY 2001.

Table 2. Part I Arrests FY 2002

Development	July 2001	August 2001	September 2001	October 2001	November 2001	December 2001	January 2002	February 2002	March 2002	April 2002	May 2002	June 2002	Total	Percent
Hartford Park		1	2	2			1	1			4		11	32%
Manton Heights			2	1	2					1			6	17.5%
Chad/Ad/Sun		2	1				2	1		2			8	23.5%
Roger Williams				1									1	3%
Codding Court											2		2	6%
Scattered Sites									4				4	12%
Subtotal		**3**	**5**	**4**	**2**		**3**	**2**	**4**	**3**	**6**		**32**	**94%**
Dexter Manor I/II					1								1	3%
Parenti Villa														
Kilmartin Plaza														
Dominica Manor														
Carroll Tower									1				1	3%
Subtotal					**1**				**1**				**2**	**6%**
Overall Total		**3**	**5**	**4**	**3**		**3**	**2**	**5**	**3**	**6**		**34**	**100%**

There were 32 Part I arrests in the Family developments in FY 2002. Of the total 32 arrests at family developments, Hartford Park reported 11 (34.5%) arrests, Chad Brown/Admiral Terrace reported eight (23%) arrests and Manton Heights reported six (19%) arrests. Codding Court two (6%), Roger Williams one (3%) arrest and the scattered-site developments four (12/5%) did Part I arrests recorded for FY 2002. There were two Part I arrests in the elderly/disabled developments, which occurred at Dexter Manor and Carroll Tower.

Figure 5. Part I Arrests by Development Type FY 2002

Elderly / Disabled 6% (2)

Family 94% (32)

Total Part I Arrests: 34
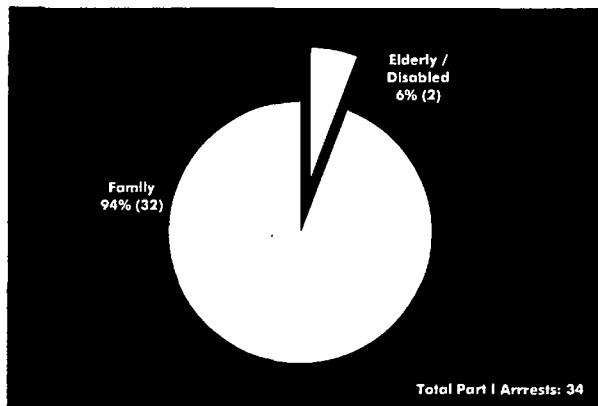
Figure 6. Part I Arrests at Family Developments Versus Incidents FY 2002
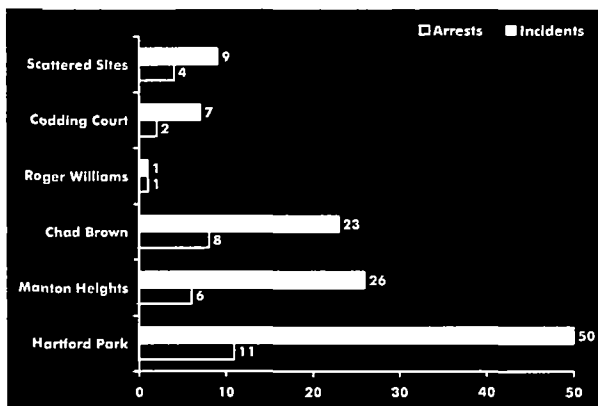
☐ Arrests ■ Incidents

Figure 7. Part I Arrests at Elderly / Disabled Developments Versus Incidents FY 2002

☐ Arrests ■ Incidents
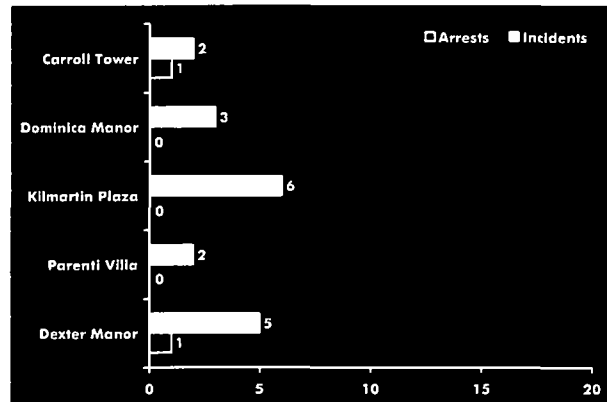
PART II ARRESTS

Part II offenses are serious crimes but do not cause direct life-threatening harm to a victim. Part II crimes 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. Part II arrests decreased by 46% from FY 2001. All of the twelve Part II offenses decreased since last year. Simple assault decreased 30%, malicious mischief decreased 76%, weapons violations decreased 26%, disorderly conduct decreased 14%, other offenses mainly consisting of warrant arrests and no drivers license violations decreased 53%. Narcotics violations, which are recorded under the Part II offenses, decreased 24%.

> "Part II offenses are serious crimes but do not cause direct life-threatening harm to a victim."

Table 3. Part II Arrests FY 2002

Development	July 2001	August 2001	September 2001	October 2001	November 2001	December 2001	January 2002	February 2002	March 2002	April 2002	May 2002	June 2002	Total	Percent
Hartford Park	9	5	3	4	9	5	5	11	9	4	2	11	77	26.6%
Manton Heights		1	8	14	9		4	1		9	2	1	46	15.1%
Chad/Ad/Sun	11	18	8	8	25	11	7	8	12	3	8	7	126	40.1%
Roger Williams								3		1			4	1.1%
Codding Court		7		1						1			9	3.1%
Scattered Sites												1	1	0.3%
Subtotal	**20**	**31**	**19**	**27**	**43**	**16**	**16**	**23**	**21**	**18**	**12**	**20**	**266**	**86.5%**
Dexter Manor I/II	4	3	5	2	1	1	1	2	4				23	6.8%
Parenti Villa	2	3			1	1	2		4		1		14	4.0%
Kilmartin Plaza						2		2	3				7	2.0%
Dominica Manor						2							2	0.6%
Carroll Tower													0	0
Subtotal	**6**	**6**	**5**	**2**	**2**	**6**	**3**	**4**	**11**		**1**		**46**	**13.5%**
Overall Total	**26**	**37**	**24**	**29**	**45**	**22**	**19**	**27**	**32**	**18**	**13**	**20**	**312**	**100%**

Figure 8. Part II Arrests by Development Type FY 2002

Elderly / Disabled 15% (46)

Family 85% (266)

Total Part II Arrests: 312
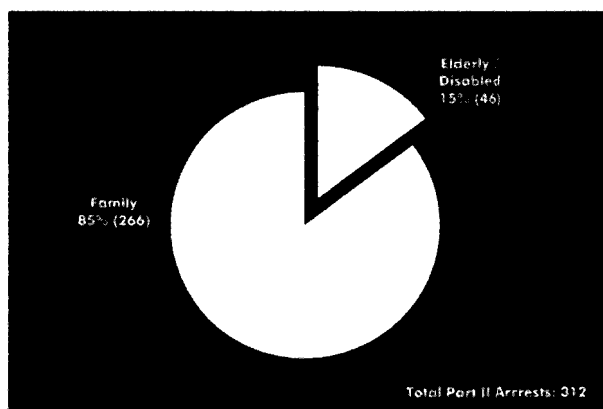
In FY 2002 the number of Part II arrests in the Family Developments decreased 51.5%. There were a total of 266 Part II arrests at family developments that accounted for 85% of the total Part II arrests in FY 2002. Of the family developments, Chad Brown accounted for the highest number of Part II arrests for FY 2002 with 126 (47%) arrests. Hartford Park accounted for 77 (29%) Part II arrests, Manton Heights accounted for 49 (18.5%) arrests, Codding Court accounted for nine (3.5%) arrests, Roger Williams accounted for four (1.5%) arrests and Scattered Sites accounted for one (.5%)Part II arrest.

Figure 9. Part II Arrests at Family Developments FY 2002
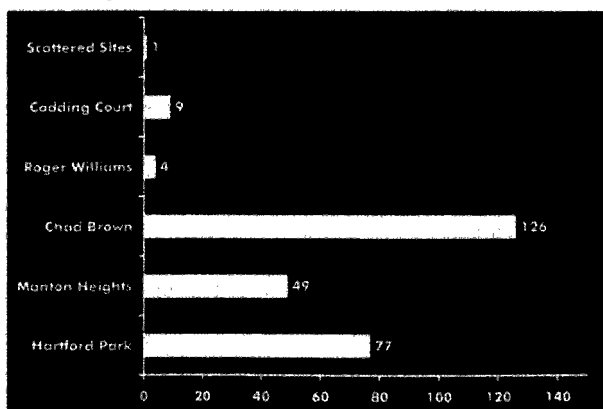
Figure 10. Part II Arrests at Elderly / Disabled Developments FY 2002
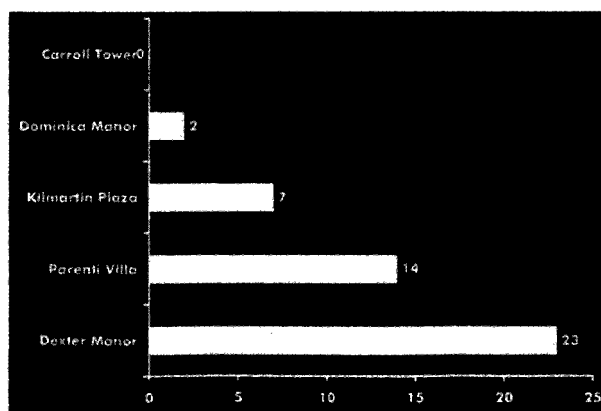
In FY 2002 the number of Part II arrests decreased in Elderly/Disabled Developments by 20.5% from FY 2001. There were a total of 46 Part II arrests in the Elderly/Disabled developments this past year. Of the elderly / disabled developments, Dexter Manor had the most Part II arrests with 23 (50%) arrests, Parenti Villa had 14 (30.5%) arrests, Kilmartin had seven (15%) arrests and Dominica Mana recorded two (4.5%) arrests. Carroll Tower recorded no arrests for FY-2002. Narcotics, assault and warrant arrests were the most common offenses.

NARCOTICS ARRESTS

In FY 2002 the number of narcotics arrests decreased 24% from FY 2001. Over the past year drug-related incidences decreased in all of the family developments from FY-2001. Chad Brown recorded 27 arrests resulting in a 13% decrease, Hartford Park recorded nine arrests resulting in a 70% decrease, Manton recorded five arrests resulting in a 28% decrease and Roger Williams only recorded one arrest. Codding Court and Scattered Sites recorded no narcotic arrests. The high-rises recorded a 91% increase with 11 arrests, ten of which were in Dexter Manor and one in Parenti Villa.

Table 4. Narcotics Arrests FY 2002

Development	July 2001	August 2001	September 2001	October 2001	November 2001	December 2001	January 2002	February 2002	March 2002	April 2002	May 2002	June 2002	Total	Percent
Chad/Ad/Sun	1	5	1	4	1	7	1	2	1		3	1	27	50.9%
Hartford Park	1			1				3	1	1		2	9	17%
Manton Heights			1	2	2								5	9.4%
Roger Williams								1					1	1.9%
Codding Court													0	0%
Scattered Sites													0	0%
Subtotal	2	5	2	7	3	7	1	6	2	1	3	3	42	79.2%
Dexter Manor I/II		2	5	1					2				10	18.9%
Parenti Villa							1						1	1.9%
Kilmartin Plaza													0	0%
Dominica Manor													0	0%
Carroll Tower													0	0%
Subtotal		2	5	1			1		2				11	20.8%
Overall Total	2	7	7	8	3	7	2	6	4	1	3	3	53	100.0%

The family developments accounted for 42 (79%) of the narcotics arrests at all the housing developments. The elderly/disabled developments accounted for only 21% of narcotic arrests recording 11 arrests in FY 2002.

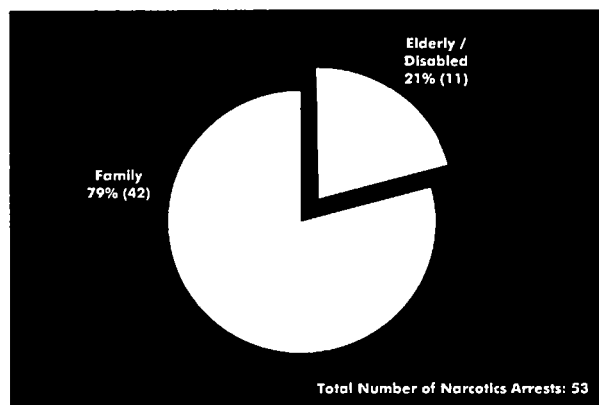**Figure 10. Narcotics by Development Type FY 2002**

Elderly / Disabled 21% (11)

Family 79% (42)

Total Number of Narcotics Arrests: 53

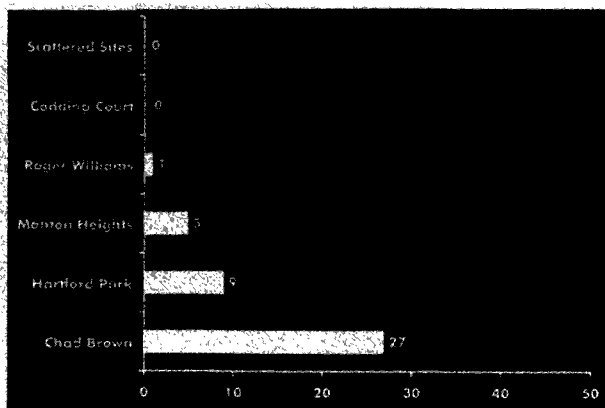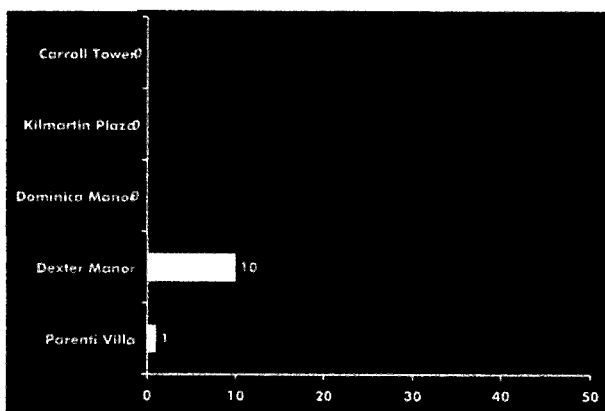## Figure 11. Narcotics at Family Developments FY 2002

## Figure 12. Narcotics at Elderly / Disabled Developments FY 2002

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 taking part in criminal activity is an important issue for the security of the developments. Of the 34 Part I arrests for FY 2002, 14 of the offenses were committed by juveniles, representing 41% of the total Part I arrests for this year. Hartford Park accounted for seven juvenile Part I arrests, 14 juvenile Part II arrests and two juvenile narcotics arrests. Chad Brown/Admiral Terrace accounted for two juvenile Part I arrests, 28 juvenile Part II arrests and six juvenile narcotics arrests. Manton Heights accounted for two juvenile Part I arrests, five juvenile Part II arrests and two juvenile narcotic arrests. Codding Court recorded only two juvenile involved Part I offenses and one Part II offense, while Roger Williams only had two juvenile involved Part-II arrests. Collectively the high-rises only

accounted for one Part I, four Part II and one narcotics arrests involving juveniles.

Fifty-three juveniles were arrested for 79 criminal offenses in FY 2002. 49% percent or 26 of the juvenile arrestees were non-residents, while 51% or 27 of the arrestees were residents. The most serious offenses committed by non-residents were Robbery and Assault With A Deadly Weapon. The same was true for residents of the developments who were also responsible for arrests for Robbery and Assault Deadly Weapon.

Figure 13. Juvenile Arrests by Type of Offense FY 2002
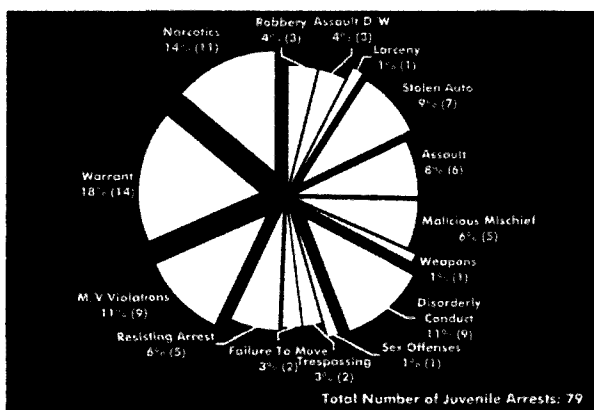
Note: The category "Other" includes Warrant and No License Arrests.

Juveniles involved with narcotic offenses were responsible for 14% (11) of the total arrests, while crimes listed as Part I were responsible for 18% (14). Crimes listed as Part II, not including narcotics arrests, were responsible for 68% (54) of the overall 79 offenses juveniles were arrested for. The following were recorded in order of severity: Robbery three (4%), ADW three (4%), Larceny one (1%), Stolen Auto seven (9%), Assault six (7.5%), Malicious Mischief five (6.5%), Weapons one (1%), Disorderly Conduct nine (11.5%), Sex Offenses one (1%), Trespassing two (2.5%), Failure To Move two (2.5%), Resisting Arrest five (6.5%), Motor Vehicle Violations nine (11.5%), Warrant Arrests 14 (17.5%) and Narcotic Arrests recorded 11 (14%).

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 2,010 security work orders for FY 2002. 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 50 Code #1 work orders in the family developments and 113 in the elderly/disabled developments for a total of 163 Code #1 work orders. There were 45 Code #2 work orders for the family developments and 166 for the elderly disabled developments. Code #2 work orders are building or grounds security violations such as open exit or emergency doors. 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 1,360 Code #3 work orders in the family developments for FY 2002 and 168 in the elderly/disabled developments. Code #4 work orders are recorded when a civil situation occurs such as a resident complaint or disturbance. There were two Code #4 work orders in the family developments and 106 at the elderly/disabled developments.

Table 5. Total Security Work Orders FY 2002

Development	Code #1 (Fire/Rescue)	Code #2 (Building)	Code #3 (Criminal)	Code #4 (Civil)	Total Security Work Orders	Percent
Hartford Park	37	45	503	2	587	29.2%
Manton Heights	3		244		247	12.3%
Chad/Ad	5		478		483	24%
Roger Williams			31		31	1.5%
Codding Court	2		77		79	3.9%
Scattered Sites	3		27		30	1.5%
Subtotal	**50**	**45**	**1,360**	**2**	**1,457**	**72.5%**
Dexter Manor I&II	48	91	60	42	241	12%
Parenti Villa	27	28	49	33	137	6.8%
Kilmartin Plaza	14	10	29	14	67	3.3%
Dominica Manor	15	22	7	8	52	2.6%
Carrol Tower	9	15	23	9	56	2.8%
Subtotal	**113**	**166**	**168**	**106**	**553**	**27.5%**
Total	**163**	**211**	**1,528**	**108**	**2,010**	**100.0%**

In breaking down work orders for all the developments, family developments accounted for a total of 1,457 security work orders. Of this total Hartford Park accounted for 29.2%, Chad Brown accounted for 24%, Manton Heights accounted for 12.3%, Codding Court accounted for 3.9% percent and Roger Williams accounted for 1.5% In addition Scattered Sites accounted for 1.5%. Hartford Park was the only family development that reported Code #4 work orders (2). Hartford Park also reported the most

criminal work orders (Code #3) with 36.9% of the total at family developments and 74% of the total family fire/rescue work orders (Code #1).

Of the 553 security work orders in the elderly/disabled developments, 43.5% originated at Dexter Manor. Parenti Villa accounted for 25% of the total, Kilmartin Plaza accounted for 12%, Carroll Tower accounted for 10% and Dominica Manor accounted for 9.5% of the total elderly/disabled work orders. Elderly/Disabled

developments accounted for 69% of the total number of Code #1 work orders. The figure is not surprising since the residents are elderly and disabled individuals who need medical attention more frequently in emergency situations.

Code #3 Work Orders: Criminal

There were a total of 1,528 criminal work orders in FY 2002. Of the 1,528 work orders, 89% were from the family developments and 11% originated were from the elderly/disabled developments. Seventy-six percent of the security work orders were from Code #3 work orders, while 67.5% of the total number of security work orders were generated from family development criminal work orders. Thirty percent of the elderly/disabled security work orders came from Code #3 work orders.

Figure 14. Code #3 Work Orders by Development Type FY 2002
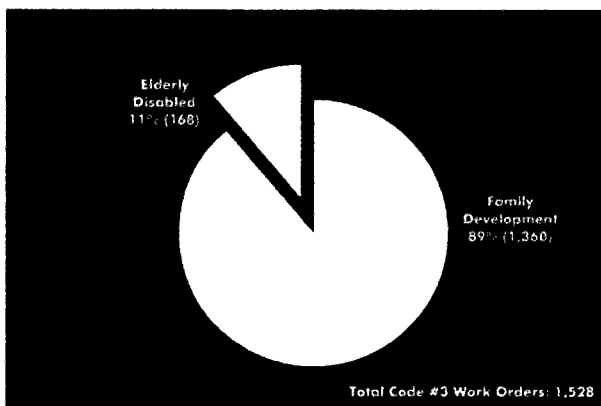
Figure 15. Code #3 Work Orders at Family Developments FY 2002
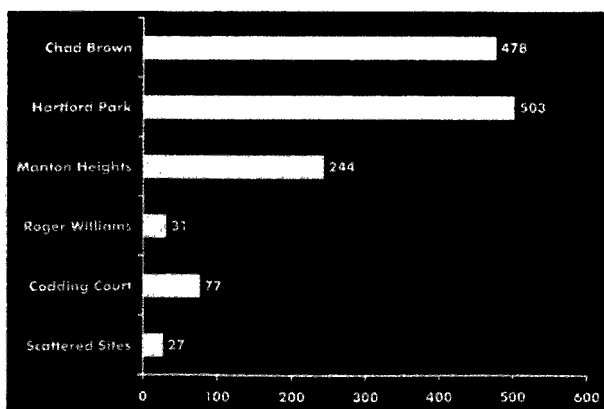
Figure 16. Code #3 Work Orders at Elderly / Disabled Developments FY 2002
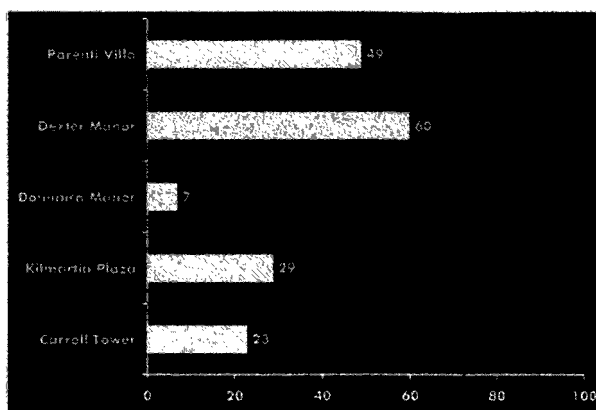
Dispersals

Dispersals are performed as an effort to discourage persons from congregating and loitering. In a dispersal a patrol car will pull up to a crowded street corner, for example, and carry out an order to disperse a suspicious group of persons loitering on the corner. These dispersals hinder criminal activity by separating troublesome persons before any criminal activity occurs. In FY 2002 there were a total of 251 dispersals in the PHA development resulting in a decrease of 41% over the 425 total for FY 2001
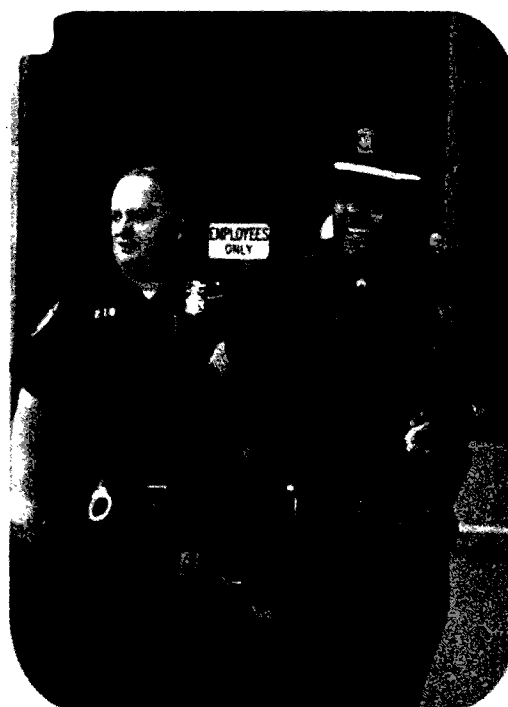

The PHU Sergeant (right) and a PHU officer (left)

Table 6. Dispersals FY 2002

Development	July 2001	August 2001	September 2001	October 2001	November 2001	December 2001	January 2002	February 2002	March 2002	April 2002	May 2002	June 2002	Total	Percent
Hartford Park	2	1	4	8	7	7	1	3	1	5	5	5	49	19.5%
Manton Heights			1	7	4	1		1		1		1	16	6.4%
Chad/Ad/Sun	9	10	17	27	10	12	17	11	9	7	19	15	163	64.9%
Roger Williams								1					1	0.4%
Codding Court	2	1		2			1			1	1	2	10	4%
Scattered Sites	1	1		1									3	1.2%
Subtotal	**14**	**13**	**22**	**45**	**21**	**20**	**19**	**16**	**10**	**14**	**25**	**23**	**242**	**96.4%**
Dexter Manor I/II	1						1						2	0.8%
Parenti Villa		1	1					1			1		4	1.6%
Kilmartin Plaza				2								1	3	1.2%
Dominica Manor													0	0%
Carroll Tower							-						0	0%
Subtotal	**1**	**1**	**1**	**2**			**1**	**1**			**1**	**1**	**9**	**3.6%**
Overall Total	**15**	**14**	**23**	**47**	**21**	**20**	**20**	**17**	**10**	**14**	**26**	**24**	**251**	**100.0%**

More dispersals took place in the month of October than in any other month in FY 2002. March had the least amount of dispersals for the fiscal year. There were a total of 425 dispersals in FY 2001, which means there was a 41% decrease in dispersals this year.

Figure 17. Dispersals by Development Type FY 2002

Family 4% (9)

Elderly Disabled 96% (242)

Total Number of Dispersals: 251
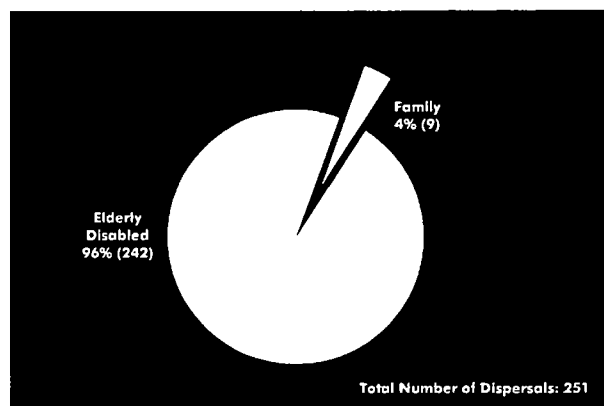
Of 251 dispersals, 242 (96.4%) took place in the family developments. Chad Brown had 163 (67%) of the total number of family development dispersals, followed by Hartford, which accounted for 49 (20%), Manton Heights, which accounted for 16 (7%), Codding Court, which accounted for 10 (4%) and

Roger Williams, which accounted for one (.5%). Scattered Sites recorded three (1.5%) dispersals.

Figure 18. Dispersals at Family Developments FY 2002

Development	Value
Chad Brown	163
Hartford Park	49
Manton Heights	16
Roger Williams	1
Codding Court	10
Scattered Sites	3
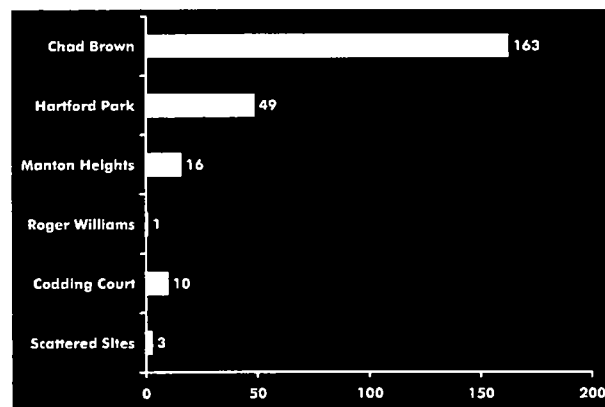
The elderly/disabled developments accounted for nine (3.6%) of the total number of dispersals. Dexter Manor had two (22%), Kilmartin had three (33.5%), Parenti Villa had four (44.5%), Carroll Tower and Dominica Manor recorded no dispersals.

Figure 19 - Dispersals at Elderly/Disabled Developments FY 2002
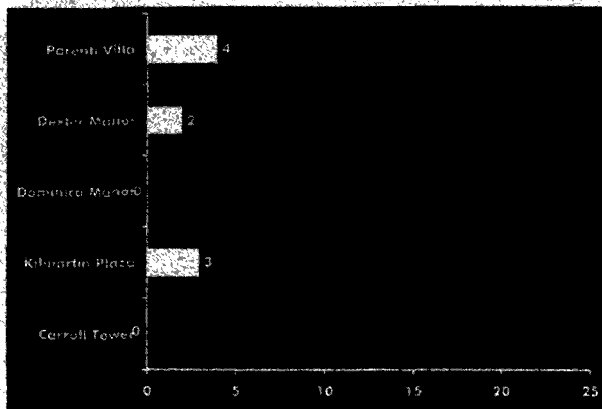
# SUMMARY OF CRIME/SECURITY DATA FY 1993 – FY 2002

Table 7. Public Housing Unit Arrest and Activity Report FY 1993 – FY 2002

Year	Arrests	Radio Calls	Dispersals	Narcotic Arrests
1993	263	807	486	71
1994	211	588	815	61
1995	447	934	1,135	88
1996	373	1,138	656	43
1997	481	1,070	321	125
1998	366	1,872	557	90
1999	421	1,304	345	81
2000	420	1,430	303	91
2001	639	1,699	425	70
2002	346	1,584	251	53
Totals	**3,967**	**12,426**	**5,294**	**773**

Comparison of Arrests FY 1993 – FY 2002

Over the ten-year period, the PHU made 3,967 arrests. Arrests over the 10-year period remained stable, except for FY 2001 when there was a substantial increase in the number of arrests. The ten-year average for arrests was 397 with five years greater than the average and five-years less than the average. The high year was FY 2002 with 639 and the low year was FY 1993 with 263 arrests.

Figure 20. Arrests FY 1993 – FY 2002
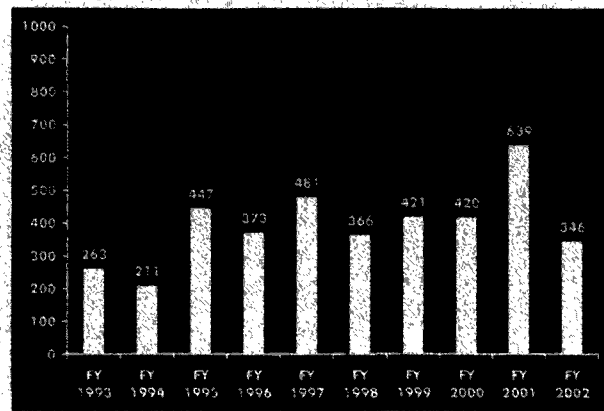
Comparison of Radio Calls FY 1993 - FY 2002

Radio call increases or decreases were mostly influenced by the occupancy rate of the PHA developments and the manpower situation of the PHU. When the PHA developments were at full occupancy the radio call rate increased and also from FY-1995 to the present the residents were encouraged to call the police to report any suspicious activity. In addition all new residents attending the PHA living skills presentation are introduced to a PHU officer and are also encouraged to call the police to report crime or suspicious activity. The manpower available to the PHU is another determining factor that influences the radio call rate. When the PHU is staffed by the authorized compliment of one sergeant and six patrol officers the radio call rate increased due to a PHU officer being available to respond to the PHA development calls. When the PHU staff is reduced the officers are less available and the radio calls for the PHA developments are dispatched by the PPD to the regular police district cars. These calls are not tracked by the PHA.

Over the ten-year period, the PHU responded to 12,426 radio calls for assistance. Radio calls fluctuated throughout the ten-year period from a high of 1,872 in 1998 to a low of 588 in 1994. The ten-year average was 1,242 with five years with calls more than the average and five years below the average.

Figure 21. Radio Calls FY 1993 - FY 2002
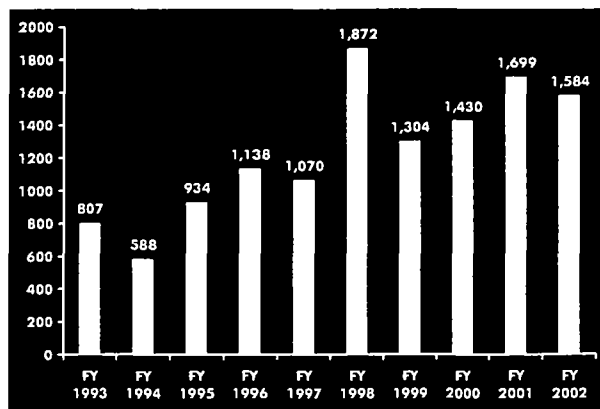
Comparison of Dispersals FY 1993 – FY 2002

Over the ten-year period, the PHU conducted 5,294 dispersals at PHA properties. The annual average was 529 with four years above the average and six years below the average. The year with the greatest number of dispersals was FY 1995 with 1,135 and the low year was the most recent FY 2002 with 251.

Figure 22. Dispersals FY 1993 – FY 2002
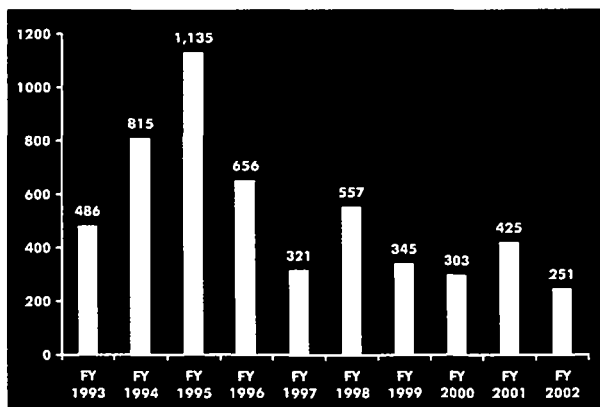
Comparison of Narcotic Arrests FY 1993 to 2002

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

The increase in narcotics arrests were primarily a result of the narcotics investigators assigned to the PHU and the "Zero Tolerance" operations which mostly focused on the drug problem. The decreases in narcotics arrests are primarily attributed to the result of the

"Zero Tolerance" operations, which tended to "quiet down" a targeted hot spot for a period of time and naturally the staffing of the PHU. In addition the efforts over the years of the PHU has hampered and reduced street level drug operations. The drug transactions are not as open as in the past and this makes detection and arrest more difficult. Street level drug dealing can be addressed by uniformed officers, such as the PHU officers however when the drug transactions are conducted indoors and out of view of the uniformed officers this becomes a problem that can only be investigated and addressed by the Narcotics Division officers. For FY 2002 there were no narcotic officers assigned to the PHU.

Over the ten-year period, the PHU made 773 narcotics arrests at PHA developments. The ten-year average was 77 with a high of 125 in 1997 and a low of 53 this past year, FY 2002.

Figure 23. Narcotic Arrests FY 1993 – FY 2002
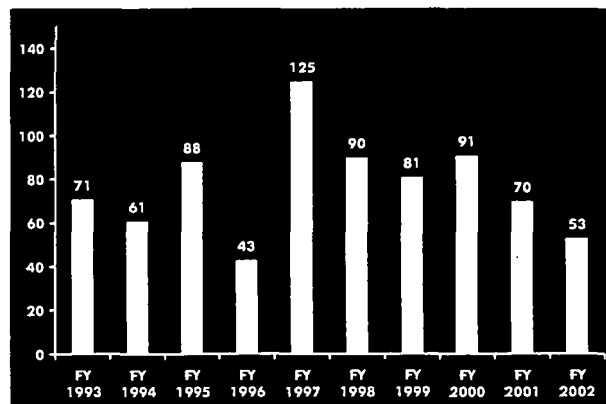
In 2002, PHA held its first GED Graduation Ceremony

DIRECTOR'S SUMMARY
Consolidation/Reorganization/Refocus

In July 2001, the Departments of Community Services and Special Projects merged to create the Department of Resident Services. This is the first annual report of the combined departments. The larger organizational unit now comprises three divisions, the managers of which report to the department director: Education and Training, Youth Programs and Supportive Services. An associate director of Resident Services is assigned to handle many of the logistics of grant submissions as well as facilitate staff professional development. Fundraising is an especially critical function right now, as congressional elimination of HUD's Public Housing Drug Elimination Program – and HUD's subsequent decision not to compensate for some of those losses through adjustments in other funding streams -- leaves us with a need to raise approximately $700,000 in new funding annually if we are to continue the program as it is. Operations of the department are further assisted by the two Authority employees assigned part time to Resident Services – a program analyst from Finance and Accounting and a clerk/typist, who works for both Resident Services and Housing Management.

In the first quarter of this fiscal year, staff from every program area in the department spent a day at Alton Jones, reworking and integrating the performance management system goals and objectives of the two previous departments. The original 17 goals and 70 objectives have been pared down to 14 and 55 with improved efficiencies around delivery of like services to different populations. As of 06/30/02, 48 (87%) objectives are on target. The seven that are delayed

Department of Resident Services

relate to insufficient funding or technical difficulties establishing large databases.

There are four sections to this annual report. This introduction includes a summary of our fundraising activity. Our planning day at Alton Jones gave staff the opportunity to let us know what areas of professional development would best meet resident needs. Since October, identifying free or low cost training opportunities for staff and integrating release time while minimizing disruption of service to residents has been a priority. A summary of what we've accomplished in that area is included as well. Sections two through four are the annual program operations reports from the three service divisions. The last section is a retrospective of PHA resident services since 1993. **Highlights of FY 2002 include:**

- The creation of an "Interdivision Team" to better address issues affecting more than one population. For example, more elderly and disabled highrise residents are now taking advantage of adult education opportunities at Academy Avenue and there is an improved health education program at the family developments as a result of staff who work with different populations also working together;

- The creation of an interactive database for resident social service needs, contact and progress information. This technology, now operational in two of the three Divisions, allows for vastly improved record keeping, outcome measurement and program utilization reports;

- Social workers in our high rises have made substantial progress toward completing written needs assessments of 100% of high rise residents and creating individual service plans;

- Youth program staff can now focus their feedback to participants and parents via quarterly progress reports that measure achievement of academic, interpersonal, cognitive and motor skills advances;

- Establishment of new program partnerships for youth, including a summer sailing program with Community Boating, winter swimming instruction at the Providence Intown Y and organized activities with the Girls Scouts of Rhode Island at Codding Court;

- Achievement of 91% positive contract terminations in the Family Self Sufficiency Program;

- Improved communication with residents and the community through the consolidation of newsletters;

- Initiation of a very popular "EL/Civics" instructional focus in the English as a Second Language Program at Academy Avenue which now includes a strong emphasis on citizenship education;

- Improved efficiency and accountability in our transportation services, by moving to a voucher system for medical transportation in the high rises, development of monthly schedules for the PHA vehicles used in the youth program and the acquisition of a 72 passenger International Thomas transit style bus to reduce our leased vehicle costs.

- The annual customer satisfaction survey initiated in the former Department of Special Projects was completed in all three divisions. The results showing 90%+ approval ratings across all service areas are included in the division reports.

- NAHRO Awards: Career Readiness for Teens, Safety Training, Puentes Para Trabajar, Codding Court Admin/Social Service Building

FUNDRAISING

Currently, all resident service programs and the majority of the full and part-time staff are funded through competitive grants. A stable, consistent flow of grant funding is essential if the department is to maintain the number and quality of services that PHA residents and their families have come to expect. The need to replace expiring HUD Public Housing Drug Elimination Program and Department of Labor Welfare to Work grants, the major funding sources for both the Youth Programs and Education and Training Divisions, were priorities this year.

During FY 2002, the department submitted 23 grant proposals soliciting $2,148,764 in support. The following table identifies the various potential funding sources approached and records the results of each request.
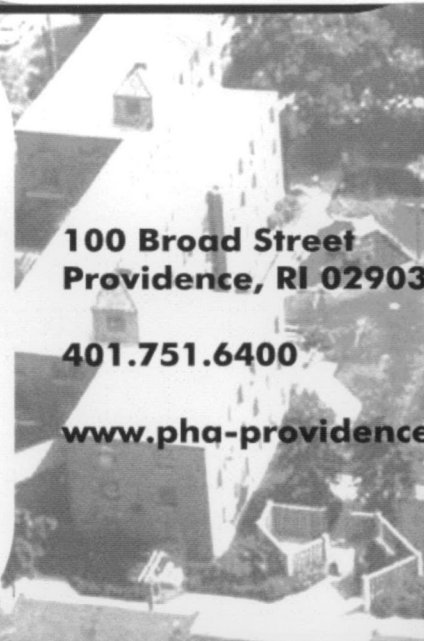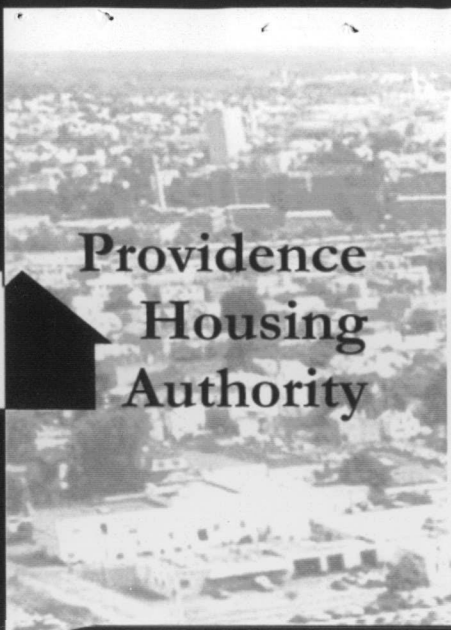
> **"[The annual customer satisfaction survey] was completed in all three divisions. The results showing 90%+ approval ratings across all service areas are included in the division reports."**

The Providence In-town YMCA helped us offer a Saturday morning swim class

Providence Housing Authority

100 Broad Street
Providence, RI 02903

401.751.6400

www.pha-providence.com