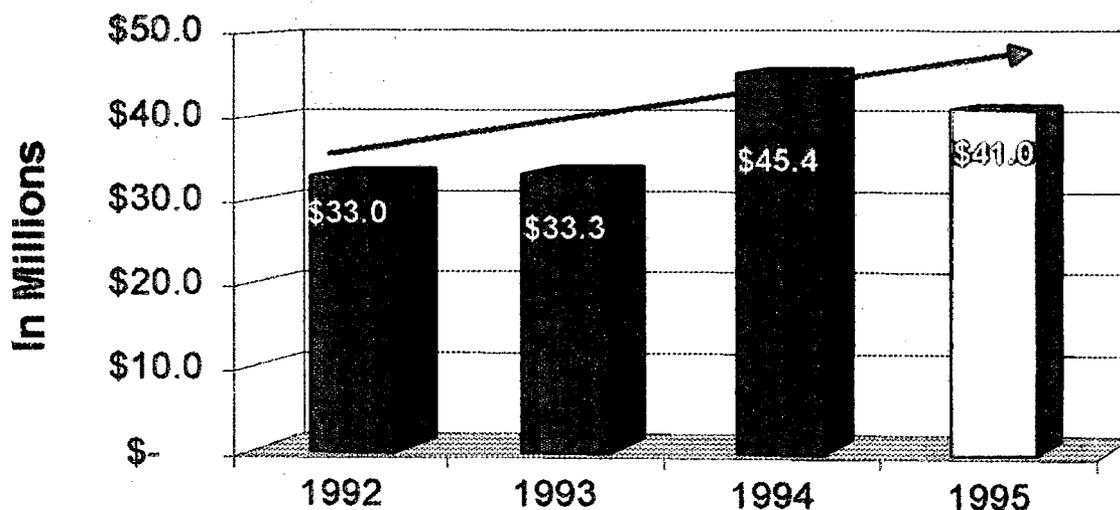


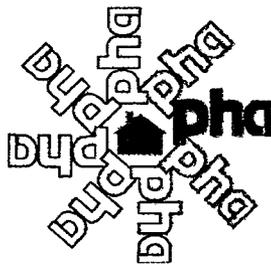
FISCAL YEAR

1995

*Providence Housing Authority*



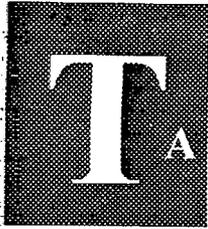
Annual Report on  
Operations



**Providence Housing Authority  
Annual Report on Operations  
FY 1995**

Data for this report was compiled from the Providence Housing Authority's Monthly Management Reports (July 1994-June 1995).

Report prepared by Laura Storto



# TABLE OF CONTENTS

## TABLE OF CONTENTS

### INTRODUCTION

### SECTION I

<b>EXECUTIVE OFFICE.....</b>	<b>1</b>
Introduction .....	3
Goals Management Plan .....	3
Performance Monitoring System .....	4
NAHRO Awards .....	4
Homeownership Program .....	5
Personnel Administration .....	6
Recruitment, Selection, and Appointment .....	6
Staffing <i>FY 1995</i> .....	7
Racial Composition of Staff <i>FY 1995</i> .....	7
Gender Composition of Staff <i>FY 1995</i> .....	8
Labor Relations .....	9
Union Representation <i>FY 1995</i> .....	10
Wages and Benefit Classification .....	11
Average Wage Increases and CPI <i>FY 1991-1995</i> .....	11
Health Benefit Costs <i>FY 1991-1995</i> .....	12
Pension Costs <i>FY 1991-1995</i> .....	12
Workers' Compensation and General Liability Insurance .....	13
Risk Management and Safety Program .....	14
Training and Staff Development .....	15
Employee Assistance Programs .....	18
Family Self-Sufficiency .....	19
Administrative Milestones .....	19
Summary of FSS Services Provided .....	19
Enrollment Incentives .....	20
FY 1995 Outreach .....	20
Operation Bootstrap .....	21
Terminations .....	21
Participation Status Summary .....	22
Profiles of Selected Participants .....	25
Coordination with Homeownership Program .....	26
Recommendations for an Improved FSS Program .....	26
Legislative Changes .....	26
Administrative Changes .....	27
Family Investment Center .....	28
PHASE IV .....	28
Coddling Court Resident Management .....	29
United Way Investment Council .....	30
NAHRO Midwinter Conference .....	30

IN CITY COUNCIL  
MAR 21 1996

READ  
WHEREUPON IT IS ORDERED THAT  
THE SAME BE RECEIVED.

*Michael J. Conant* CLERK

Pathways to Independence Advisory.....30  
 Mayor's Council on Drug Abuse .....30  
 Section 8 Counseling.....30  
 Youthbuild.....31  
 Section 8 Certificates for the Disabled.....31

**SECTION 2**  
**DEPARTMENT OF FINANCE AND ACCOUNTING**.....33

Introduction.....35  
 Consolidated Fundings.....35  
 Consolidated Expenses.....36  
 Annual Operating Budget.....37  
     Income from Operations and HUD Subsidy.....37  
         Operating Receipts.....37  
         Other Operating Income.....38  
     Operating Expenses.....39  
         Administrative Expenses.....40  
         Utility Expenses.....41  
         Ordinary Maintenance and Operations.....41  
         General Expenses.....42  
 Five-Year Budget Analysis *FY 1991-1995*.....42  
     Annual Operating Budget.....42  
     Operating Income.....43  
         Operating Subsidy as a Percent of Operating Budget *FY 1991-1995*.....43  
         Operating Income Percentage Change *FY 1991-1995*.....44  
 Operating Expenses By Program *FY 1991-1995*.....44  
     Administrative Expenses.....44  
     Utilities Expenses.....45  
     Ordinary Maintenance Expenses.....45  
     General Expenses.....45  
     Operating Expenses Percentage Change.....45

**SECTION 3**  
**DEPARTMENT OF HOUSING MANAGEMENT**.....47

Introduction.....49  
 New Applications.....50  
     *FY 1995*.....50  
     *FY 1991-1995*.....50  
 Waiting List.....51  
 Interviews.....51  
 Homevisits.....52  
 Applicant Denials.....53  
 Ineligibility Conferences.....54  
 Units Offered/Received.....54  
 Reasons for Unit Refusals.....55  
 Occupancy.....56  
 Rent Distribution.....57  
     *FY 1991-1995*.....57  
     *FY 1995*.....58  
 Average Rent.....58  
 Collections.....59  
 Tenants Accounts Receivable *FY 1995*.....59  
 Tenants Accounts Receivable *FY 1991-1995*.....60

Rental Agreements .....	60
Eviction Actions .....	61
Physical Evictions .....	62
Management Conferences .....	62
Vehicles Tagged/Towed .....	63

**SECTION 4**

<b>DEPARTMENT OF FACILITIES MANAGEMENT .....</b>	<b>65</b>
Introduction .....	67
Total Workorders .....	67
Workorders By Development .....	68
Workorders to Unit Ratio .....	69
Workorders By Type .....	70
Emergency Workorders .....	71
Resident Service Workorders .....	71
Unit Turnaround Workorders .....	71
Preventive Maintenance Workorders .....	71
Planned Workorders as a Percent of Total .....	72
Vandalism Workorders .....	72
Unit Preventive Inspections .....	72
Unit Preventive Workorders .....	72
Cyclical Paint Workorders .....	73
Non-Unit Painting .....	73
Past Fiscal Years .....	73
Workorder Types By Development .....	75
Workorder Completion Rate .....	77
Unit Turnover .....	78
Unit Turnover Rate .....	79
Resident Charges .....	79
Manpower Status .....	80
Vehicle Inventory .....	81

**SECTION 5**

<b>DEPARTMENT OF MODERNIZATION &amp; DEVELOPMENT .....</b>	<b>83</b>
Introduction .....	85
Modernization Projects .....	85
Hartford Park .....	85
Unit Breakdown .....	86
Budgets .....	87
Funding Allocation .....	88
Manton Heights .....	88
Unit Breakdown .....	90
Budgets .....	90
Funding Allocation .....	91
Coddling Court .....	91
Comprehensive Grant Program .....	92
CGP Budgets .....	95
Other Modernization Funding .....	96
Modernization Funding FY 1991-1995 .....	96
Spending to Date on Major Modernization Projects .....	96
Conventional Development .....	97
Hartford Park .....	97
Scattered Site Development .....	97

Development Budgets .....	102
Total Development Funds .....	103
Development Funds and Units Completed .....	103
Development Summary .....	104

**SECTION 6**

<b>DEPARTMENT OF COMMUNITY SERVICES.....</b>	<b>105</b>
Introduction .....	107
Elderly Disabled Unit .....	108
Preparation for Community Living (PCL) .....	109
PCL Attendance .....	109
Youth Programs .....	111
SAPE .....	111
WISE-UP .....	111
Academic Assistance .....	112
Homework Help/Tutoring .....	112
Computer Resource Centers .....	112
Enrichment Activities .....	112
Dance .....	113
Music .....	113
Arts and Crafts .....	113
Cooking/Nutrition .....	113
Drama .....	113
Sewing .....	113
Zoo Power .....	113
SAPE Pre- and Post-tests .....	114
Participant Survey .....	114
Youth Program Attendance .....	116
Adult Programs .....	117
GED .....	117
ESL .....	117
Computer Resource Center .....	117
Resident Assistant Staff Training .....	117
Service Unit Analysis .....	118
Family Developments .....	118
Elderly Developments .....	119
Grants Received .....	120
Socio-Economic Characteristics .....	121
Existing Residents .....	121
Population .....	121
Residents as Percent of City Residents .....	122
Number of Families .....	122
Household Size .....	123
Age .....	124
Race .....	127
Income .....	129
Gender of Head of Household .....	130
Single Parent Households .....	133
Disabilities .....	133
Trends of Socio-Economic Change .....	135
Population .....	135
Number of Families .....	136
Household Size .....	137

Age.....	137
Race.....	139
Income.....	139
Gender of Head of Household.....	141
Single Parent Households.....	142
Disabilities.....	143
Profile of Prospective Residents.....	145
Neighborhoods.....	145
Race.....	146
Gender.....	147
Female-Headed Households.....	147
Description of Developments and Neighborhoods.....	149
Smith Hill.....	149
Chad Brown.....	149
Admiral Terrace.....	149
Sunset Village.....	149
Carroll Tower.....	149
Lower South Providence.....	150
Roger Williams.....	150
West End.....	150
Coddington Court.....	150
Kilmartin Plaza.....	150
Hartford.....	151
Hartford Park.....	151
Olneyville.....	152
Manton Heights.....	152
Downtown.....	152
Dexter Manor I and II.....	152
Federal Hill.....	153
Parenti Villa.....	153
Dominica Manor.....	153

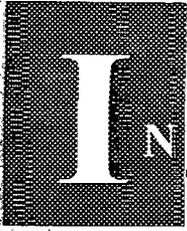
**SECTION 7**

<b>DEPARTMENT OF RENTAL HOUSING.....</b>	<b>155</b>
Introduction.....	157
Portability.....	158
Single Room Occupancy.....	158
Project Based Assistance.....	158
Rental Survey.....	159
Department Goals and Objectives.....	159
Annual Inspections.....	159
Certificate/Voucher Turnover.....	160
Leases Executed.....	160
Recertifications.....	161
Fee Distribution by Program.....	162
Housing Assistance Payments.....	163
Turnover Rate.....	164
Lease Rate.....	165
Interviews Conducted.....	166
Waiting List.....	167
Adjustments.....	167
Inventory of Units.....	168

**SECTION 8**

**SECURITY REPORT** ..... 173

- Introduction ..... 173
- Security Personnel ..... 173
  - Public Housing Unit ..... 173
  - Providence Police Reserves ..... 174
  - PHA Highrise Security Officers ..... 174
  - Resident Crime Watches ..... 175
- Security/Crime Data ..... 175
  - PHU Activity Reports ..... 175
  - Security Work Order System ..... 176
  - Total Police Responses ..... 177
  - Total Arrests ..... 177
    - Narcotic Arrests ..... 178
    - Felony Arrests ..... 178
  - Total Police Responses *FY 1995* ..... 179
  - Police Responses Analysis *FY 1995* ..... 180
  - Police Responses Distribution by Development Type *FY 1995* ..... 181
  - Total Arrests *FY 1995* ..... 182
    - Arrests Analysis *FY 1995* ..... 183
    - Total Arrests Distribution by Development Type *FY 1995* ..... 184
- Summary of Crime/Security Data *FY 1992-1995* ..... 185



# INTRODUCTION

## ANNUAL REPORT ON OPERATIONS FY 1995

---

This is the sixth consecutive *Annual Report on Operations* prepared by the staff of the Providence Housing Authority. This report records the achievements of the PHA for FY 1995, which ran from 1 July 1994 to 30 June 1995.

Fiscal Year 1995 was one of both accomplishment and uncertainty as we prepared ourselves for HUD's "reinvention" and Congress' budget revisions.

By the close of the fiscal year, the PHA achieved 96% of the goals and objectives established three years ago in the *Goals Management Plan 1993 -1995*. Both the scope of the plan and the degree of goal attainment far exceed the national industry standard. In the upcoming year, the staff will develop the first agency-wide Strategic Plan and a Goals Management Plan for the next three years, concentrating on identified problems and opportunities arising from federal deregulation.

### **NAHRO AWARDS**

The PHA was, once again, recognized by its peers by receiving seven Awards of Merit from the National Association of Housing and Redevelopment Officials (NAHRO) for our work in providing homeownership opportunities for residents, a medical clinic at Dexter Manor, an educational information program at our family developments, a safety program for seniors, a performing arts education program, resident management training, and targeted staff development. The PHA was, once again, one of only a handful of local agencies to receive multiple awards in this, our industry's largest national competition.

### **FAMILY SELF-SUFFICIENCY**

The Family Self-Sufficiency Program now serves 77 families, including 41 public housing families. This program affords them an opportunity to improve their economic condition through incentives such as rent escrow accounts and scattered site homeownership. Most importantly, it assists the family in becoming more productive members of the community through enrollment in educational programs or employment. Our commitment to residents through FSS will be substantially expanded in FY 1996.

### **HOMEOWNERSHIP PROGRAM**

Our Homeownership Program continues to make progress despite being denied a HOPE implementation grant. Instead, we produced a plan to sell homes to residents under the "5-h" Program, a little known provision of the Housing Act of 1937 which permits the sale of public housing units. While no actual sales took place in FY 1995, there are ten purchase and sales agreements executed with prospective buyers.

### **OPERATING EXPENSES**

FY 1995 was also the year we held the line on expenses. While operating expenses since 1990 had risen at a rate of 4.1% a year, expenses actually declined by 1.5% in 1995. Reductions in the number of employees on the operating budget and a 25% decrease in insurance costs coupled with improved management of energy use account for the decline. Expenses in every major category of the budget were less in FY 1995 than in the previous year. We will continue to reduce costs while maximizing our income in the next fiscal year.

### **FAMILY INVESTMENT CENTER**

The Department of Housing and Urban Development granted the PHA a \$1.0 million Family Investment Center grant. These funds will allow us to obtain a building to house self-sufficiency programs for our Section 8 and public housing residents in one location and to provide intensive case management services to assist the transition from welfare to work. The computer center in the Family Investment Center will provide interactive training for participants in a variety of career fields. At the close of the year, we are locating suitable quarters as our initial site proved too costly to renovate. We anticipate selection of a site this Fall.

### **RESIDENT MANAGEMENT**

The Department of Housing and Urban Development awarded the Codding Court Resident Management Corporation a \$60,000 Tenant Opportunity Program grant for resident management activities. The PHA assisted the resident group in preparing the grant and we have also provided technical assistance, training, and office space to the organization.

### **ALLOCATION PLAN**

The PHA was one of the first housing authorities in the country to have an "Allocation Plan" approved by HUD, allowing us to designate two of our six elderly/disabled developments as "elderly only." We hope this designation will encourage elderly to apply for PHA housing, as over the past several years, the number of elderly applicants has decreased significantly. Conversely, the number of young disabled applicants and residents has increased dramatically. The PHA received a special Section 8 allocation in support of the return to "elderly only."

### **STAFF DEVELOPMENT**

Training and staff development continued to be a priority. In FY 1995, staff completed 4,073 hours of training. The areas emphasized included computers (to make us more efficient and productive), teamwork (to assist us in working together), and strategic planning (to prepare us for the future). This year's training hours surpassed last year's by 12%.

Recruitment and hiring of residents for positions at the PHA also continued. We increased resident hiring by 11% in FY 1995. Residents now comprise 19% of the PHA workforce.

### **MODERNIZATION & DEVELOPMENT**

Modernization and Development continued at a steady pace. FY 1995 saw the completion of Phase II (98 units) at Hartford Park and the completion of the comprehensive modernization of Manton Heights; only the administrative building remains to be completed. At the end of the fiscal year, we were informed that the last of the amendment funds (\$4.0 million) for Hartford Park Phase III would be forthcoming. [Note: Funds were awarded in October.]

The first phase of Codding Court modernization also was completed by year's end. The residents, who were active participants in the entire planning and implementation process, are extremely pleased with the results. A federal budget rescission will slow down our timetable for the completion of Codding Court. Nevertheless, Phase II will begin this Fall.

A major window replacement project was undertaken at Dexter Manor and Dominica Manor; 2,317 windows were replaced ensuring greater energy efficiency and easier cleaning.

The scattered site development program continued its gradually productive pace with 23 new single and duplex units coming on-line in FY 1995. The new units are beautifully designed and blend nicely into the neighborhoods. The problems experienced in other communities, such as neighborhood opposition, have not been experienced with our program. Additional contracts have been executed to build all but a few of the remaining units.

### **RENTAL HOUSING**

The Rental Housing Department continues to maintain high lease rates (99%) for our Section 8 Program. In FY 1995, the program was responsible for funneling close to \$17.0 million to private property owners in the city. The program earned the PHA \$1.3 million in administrative fees, which paid for the entire Section 8 administrative staff and created a surplus which supported the public housing program.

### **HOUSING MANAGEMENT**

In August of 1994, the Housing Management Department opened its waiting list for all bedroom categories and received over 1,000 applications in one week. The greatest demand remains in the 3-bedroom (414 applicants) and 2-bedroom (383) categories.

The department maintains a lease rate of 98% (adjusted for modernization) and a rent collection rate of 92%. While the collection rate is lower than previous years, it remains 2% above the industry standard.

The Tenant Selection Office denied 184 families admission to public housing in FY 1995. The primary grounds (81%) were previous criminal records, although some denials resulted from unsatisfactory references or evidence of poor house-keeping habits. We continue to provide housing to those most likely to meet the obligations of tenancy.

In FY 1995, tenant rents continued to plummet. The average monthly rent (at the end of the fiscal year) was only \$159. A more serious concern is the percentage of residents on zero rent, that is, those that live "rent-free." As of June 30, 1995, 13% of our resident families were assessed at zero rent.

Physical evictions rose to 43 in FY 1995. This is an increase of 115% from the previous year. Evictions only take place when a resident blatantly disregards the lease by behaving improperly or neglecting to pay rent. Many residents avoid a physical eviction by moving on their own.

### **FACILITIES MANAGEMENT**

The Facilities Management Department completed 96% of the 39,720 work orders received in FY 1995, representing a 14% increase over the previous year. The change is attributable to new scattered-site and modernized units at Hartford Park and Manton Heights becoming available for occupancy. The work order-to-unit ratio increased by two from 20 to 22. The percent of work orders requested by residents remained at 25% of the total number of work orders. Sixty percent of the work orders are PHA-generated.

Unit turnovers increased in FY 1995 to 495, 19% of the total number of units in our inventory. This higher than normal turnover rate is partially attributable to moves due to modernization, relocation for Family Self-Sufficiency, and the high mobility rates of young disabled residents living in the high-rise developments.

Energy management became a priority of the department in FY 1995. With the addition of the new operations planner and the installation of the new Unity energy management computer, steps have been undertaken to properly calibrate boilers and data points throughout our system. Dual fuel systems (gas & oil) were installed at several key developments to take advantage of fluctuations in energy costs.

## COMMUNITY SERVICES

The Department of Community Services expanded their outreach effort and developed new programs to meet the needs of residents. Successful programs were expanded and new program funds were sought for unmet needs. The department significantly increased its collaboration with third parties to provide more and better services to our residents.

In April, staff completed an application for a \$668,000 Senior Services Coordinators grant to provide for continuity of services at our elderly developments. Prior to this grant becoming available, HUD did not designate grants specifically targeted for the elderly in public housing. [Note: This Fall we were informed we had been awarded the grant.]

The department also received another Public Housing Drug Elimination Program grant to continue the program in the family developments. These funds are solely used for educational and recreational activities to promote safe and healthy behavior for young people living in our developments.

The department provided significant increases in service units from the previous year. Service units for youth increased by 36% from FY 1994 and by 57% for the elderly.

A highlight of the year for the Youth Sports Program was the initiation of an Inter-Authority basketball league with four other housing authorities in the state.

Another department highlight was the establishment of the Dexter Manor Clinic, an on-site medical clinic to meet the health needs of our seniors. The clinic is a collaborative effort of the PHA, Aging 2000, the Veterans Hospital, and Rhode Island Hospital. The PHA provided the space and paid for the cost of constructing the two room facility in the Dexter Manor community room.

## THE FUTURE

The year ahead is filled with uncertainty. As this report is being written, Congress is contemplating substantial reductions in the public housing program. HUD, earlier in the year, proposed "vouchering out" all public housing after three years. Residents who desire to leave public housing could do so under the proposal and seek housing in the private market with their newly issued housing vouchers.

To prepare for these changes, the PHA launched a strategic planning process to identify internal strengths and weaknesses as well as external threats and opportunities. By doing so, the PHA will be in a better position to deal with change. We draw confidence in our ability to withstand dramatic program changes from a solid record of achievement.

Office of the

---

# Executive Director

---

*Introduction*

*Goals Management Plan*

*Performance Monitoring System*

*NAHRO Awards*

*Homeownership Program*

*Personnel Administration*

*Family Self-Sufficiency*

*Family Investment Center*

*PHASE IV*

*Codding Court Resident Management*

*United Way Investment Council*

*NAHRO Midwinter Conference*

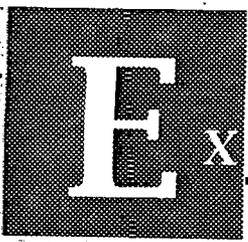
*Pathways to Independence Advisory*

*Mayors' Council on Drug Abuse*

*Section 8 Counseling*

*Youthbuild*

*Section 8 Certificates for the Disabled*

A large, bold, serif letter 'E' is set within a dark, textured square. The 'E' is white and stands out prominently against the dark background.

# EXECUTIVE DIRECTOR

---

## *INTRODUCTION: EXECUTIVE OFFICE/ADMINISTRATION*

The Office of the Executive Director is responsible for the overall administrative management and policy implementation at the housing authority. The office is comprised of an Executive Director, a Deputy Director, an Executive Assistant to the Executive Director, a Planning/Policy Analyst, and a three-member Management Information Systems section. The office is supplemented by policy interns from local colleges and universities.

One of the primary responsibilities of the Executive Director's Office is to review and assess management performance. The office established several management systems to monitor the performance of the six departments at the PHA. The office also undertakes periodic reviews of programs through program monitoring and evaluation to ensure that the stated goals of a program are being met. The office continues to fill a void by assuming projects that do not come under the jurisdiction of the other departments. The office was instrumental in assisting the Community Services Department to complete their biannual Comprehensive Needs Assessment by assigning staff to prepare and analyze services, conduct focus groups, and author the final report.

## *GOALS MANAGEMENT PLAN*

The PHA completed 96% of the goals and objectives it established three years ago by the end of 1995. The *Goals Management Plan* consists of 98 goals, 166 objectives and 908 tasks. All primary goals and objectives were completed within the timeframe established in *Goals Management Plan 1993-1995*. Over the course of the last three years, over 150 objectives were met by the staff. Objectives not accomplished will be incorporated into the new two-year plan.

In FY 1996, a new three-year *Goals Management Plan* will be written to prepare us for the changes promulgated by the Congress and Department of Housing and Urban Development. Of particular concern will be our response to proposed budget and program revisions and our role in a deregulated environment.

**PERFORMANCE MONITORING SYSTEM**

The PHA's *Quarterly Performance Monitoring Report* consists of 189 performance indicators representing each department at the PHA. Performance goals are established every three years in conjunction with the Goals Management Plan. Reports are submitted quarterly. The reports assist in identifying problem areas in order to initiate steps to correct poor performance. Each of HUD's Public Housing Management Assessment Program (PHMAP) performance indicators are included in the report.

**HOMEOWNERSHIP PROGRAM (5-H)**

The 5-h Homeownership Program met with limited success in FY 1995. After being denied a HOPE (Housing Opportunities for Persons Everywhere) implementation grant from HUD, the PHA took steps to promote homeownership through section 5-h of the Housing Act of 1937. This little-known provision of the Act allows housing authorities to develop plans to sell public housing units. Units are being offered to residents enrolled in the Family-Self-Sufficiency Program as an incentive to participate and promote economic independence.

As of June 30, there were several purchase and sales agreements executed but no sales had taken place due to poor credit references, inadequate resources, and a host of other problems. The first sale is anticipated to occur during the next fiscal year.

**NATIONAL ASSOCIATION OF HOUSING AND REDEVELOPMENT OFFICIALS (NAHRO) AWARDS**

The PHA received seven Awards of Merit from NAHRO, the nation's largest housing organization:

**DEXTER MANOR CLINIC**

A clinic was established at the Dexter Manor development in collaboration with Aging 2,000 and Rhode Island Hospital. The clinic provides on-site delivery of medical services to residents.

**EDGE**

The Educational Directions and Guidance Evenings (EDGE) program was developed to facilitate parents' access to information about educational support and non-traditional education opportunities in the community.

**HOMEOWNERSHIP PROGRAM**

Begun with a \$100,000 planning grant from HUD in 1992, the program assists residents in becoming homeowners. Directed to participants in the Family Self-Sufficiency Program, the homeownership program assists residents through counseling and intervention with banks and other providers of housing financing.

***PERFORMING ARTS EDUCATION***

The PHA offers young residents professional instruction in music, theater, and dance to become acquainted with the many career opportunities in the performing arts.

***RESIDENT MANAGEMENT TRAINING***

The PHA assisted the Coddling Court Resident Management Association in obtaining a grant from HUD to continue their training to become resident managers.

***SENIOR SAFETY PROGRAM***

The PHA developed a slide show and presentation booklets to instruct elderly residents on safety and security issues. The presentations were developed in-house and offered at each of the elderly developments.

***TARGETED STAFF DEVELOPMENT***

The PHA examined third-party maintenance contracts to determine if work currently contracted for could be accomplished in-house at a reduced cost. As a result of the analysis, a position was created (Electronic Mechanic) in the Facilities Management Department to provide services at less than the cost for contracting out to a private vendor.

---

## **PERSONNEL ADMINISTRATION**

---

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

- ❶ Recruitment, Selection and Appointment of Personnel/Resident Employment
- ❷ Labor Relations
- ❸ Wages and Benefit Classification
- ❹ Worker's Compensation and General Liability Insurance
- ❺ Risk Management and Safety Program
- ❻ Training and Staff Development
- ❼ Employee Assistance Programs

### **1) RECRUITMENT SELECTION AND APPOINTMENT OF PERSONNEL**

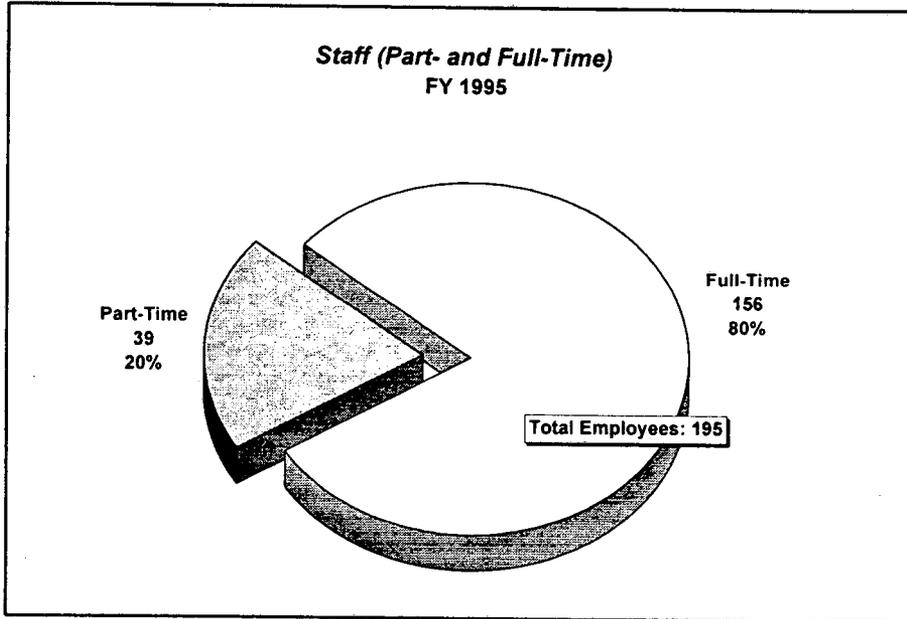
It is important that an organization recruit and hire the most qualified individuals available for positions within the salary range allowed. Recruitment of personnel at the Providence Housing Authority is accomplished through in-house posting of positions, public advertising, and direct recruiting of individuals with special skills. The PHA's hiring policy is to promote from within, provided the individual meets the minimum qualifications for the position. The Deputy Director and the department director test and interview applicants. At times, staff members from the department also participate. Each applicant is rated on his or her interview/test performance and three names are submitted to the Executive Director for approval.

Qualifications and experience are the primary criteria for selection. Skilled recruits require less time to adapt, tend to be more efficient and are more accepted by their peers.

The PHA policy of hiring in-house personnel provides incentives for existing staff to excel on their jobs and meets the structured career ladder established by the Authority.

**STAFFING:**

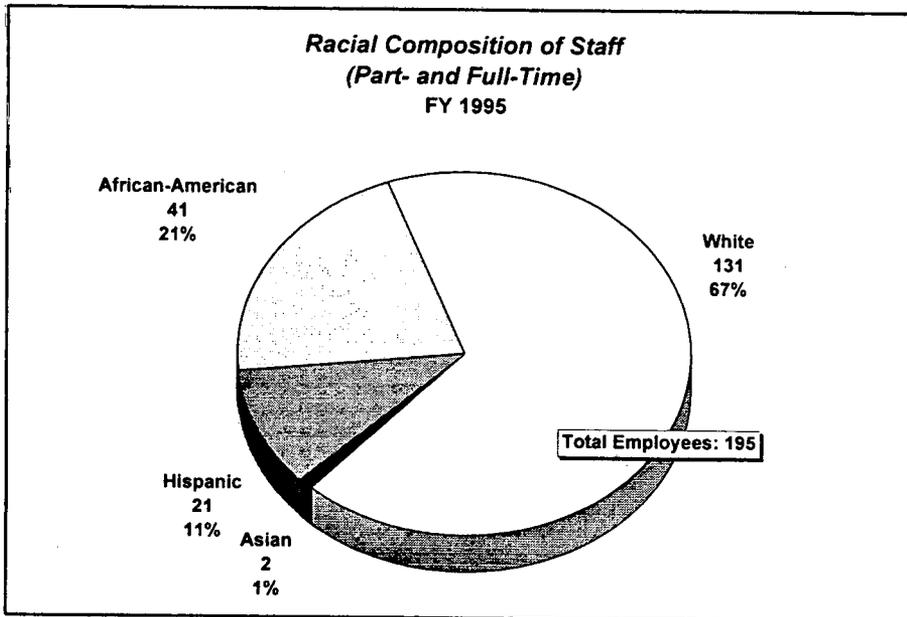
There were 156 full-time and 39 part-time staff members employed by the PHA in FY 1995. Most of the part-time personnel are employed as Resident Assistants or Youth Sports Coordinators for the Community Services Department or as Security Guards at the Elderly/Disabled developments.



**Figure 1  
Staffing  
Part-and Full-Time  
FY 995**

**RACIAL COMPOSITION OF STAFF:**

The staff of the PHA is diverse and represents the diversity of the Providence community. The racial breakdown of the of the staff is: White 131 (67%), African-American 41 (21%), Hispanic 21 (10.7%), and Asian 2 (1%).

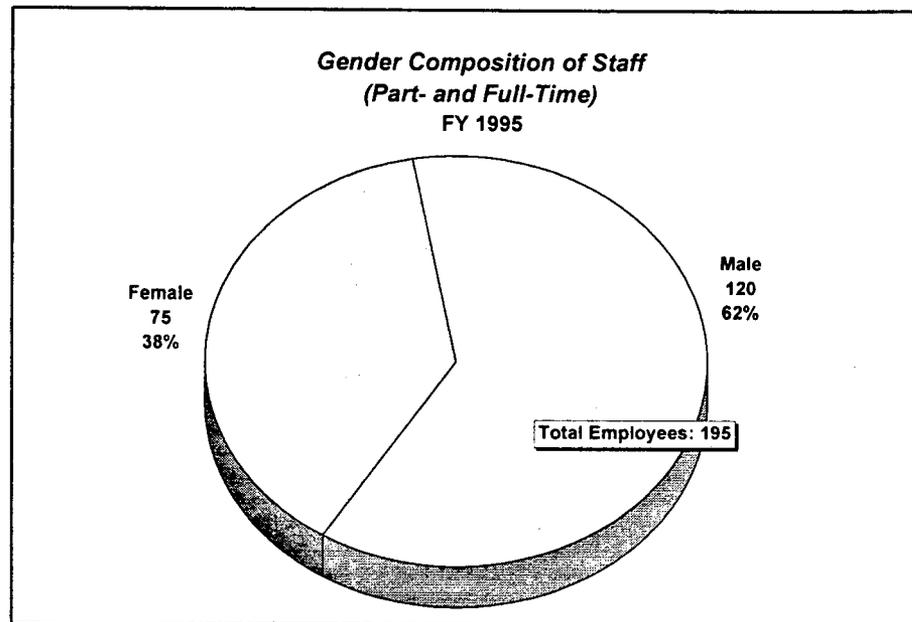


**Figure 2  
Racial Composition of Staff  
FY 1995**

### GENDER COMPOSITION OF STAFF

The gender distribution of the staff is: 120 males (61%) and 75 females (29%). The part-time staff is approximately 50% minority and 50% female.

**Figure 3**  
**Gender of Staff**  
**FY 1995**



### NEW HIRES AND PROMOTIONS:

In FY 1995, 15 positions were filled: 8 in the Laborers Union and 7 in the Teamsters Union. Seven of the positions were filled from outside the Authority's staff and eight employees were promoted from within the Authority. Three of the employees promoted began their employment with the PHA through the Resident Recruitment and Training Program.

### RESIDENT RECRUITMENT AND EMPLOYMENT

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

Residents hired for the program are not assessed an increase in their rents during the 6 month training period. After the training period is completed, rents are adjusted to take into consideration the additional income earned by the employee. The training program, which consists primarily of on-the-job training and some classroom work, provides positive incentives for residents to seek employment, better their lives and become productive members of the community. Residents are employed in positions such as resident assistants, clerical, maintenance, and lower and middle management positions. The PHA currently employees 61 residents: 30 full-time and 31 part-time. This represents 19% of the PHA's full-time work force and a 11% increase from last year.

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

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

---

## 2) LABOR RELATIONS

---

### **BARGAINING UNITS:**

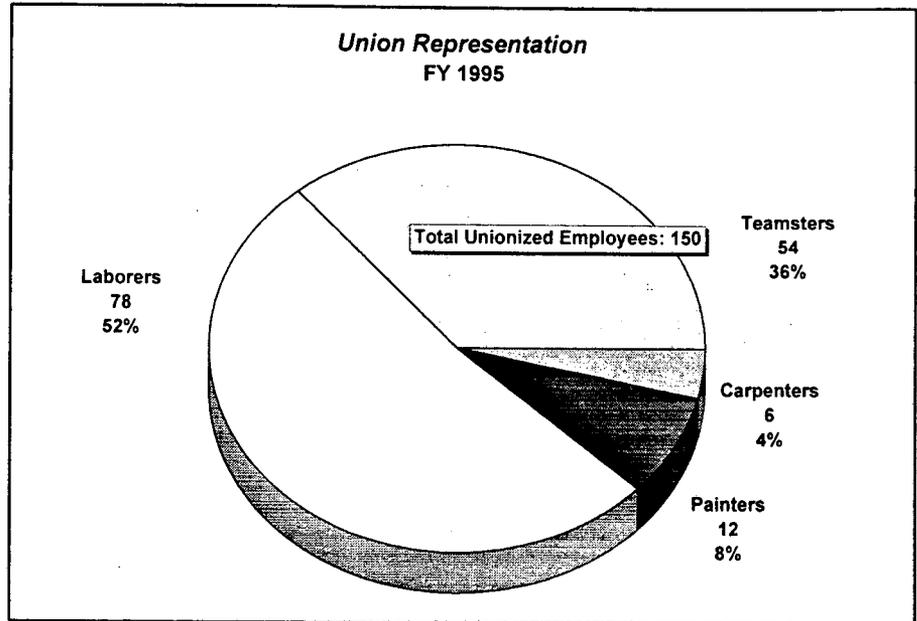
The Providence Housing Authority has bargaining agreements with four unions:

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

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

The largest union representing PHA employees is the *Laborers* with a membership of 78. The next largest union is the *Teamsters* representing 54 staff members. The *Painters* union represents 12 employees and the *Carpenters* union has 6 members.

**Figure 4**  
**Union Representation**  
**FY 1995**



**GRIEVANCES AND ARBITRATIONS:**

In FY 1995, ten grievance sessions were held with the unions to discuss disciplinary action taken by management against an employee. There were also two arbitration sessions.

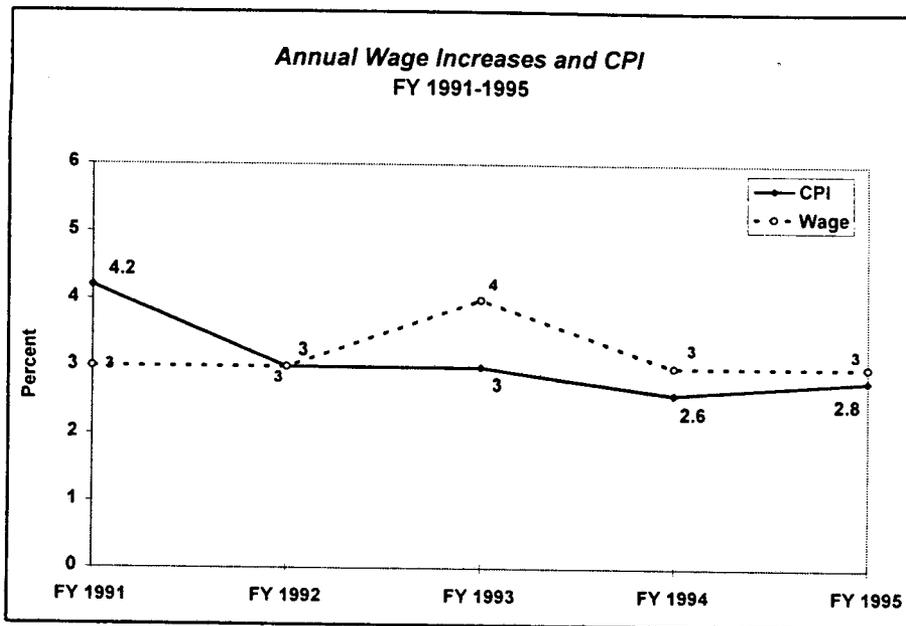
---

**3) WAGES AND BENEFITS**

---

**WAGES:**

Wages have remained competitive at the PHA even though the Department of Housing and Urban Development's "inflation factor" (the percentage increase in our annual budget determined by HUD) has been insignificant. The PHA's negotiated wage increases have kept pace with the price index over the last five years. (see chart next page)



**Figure 5**  
**Annual Wage Increases**  
**and CPI**  
**FY 1991-1995**

Over the last five year period the Consumer Price Index (CPI) rose 15.5%, while wages rose 16% (not including step increases of employees). This relates to an annual wage increase of 3.2%, while the CPI rose 3.1%.

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

#### **BENEFITS:**

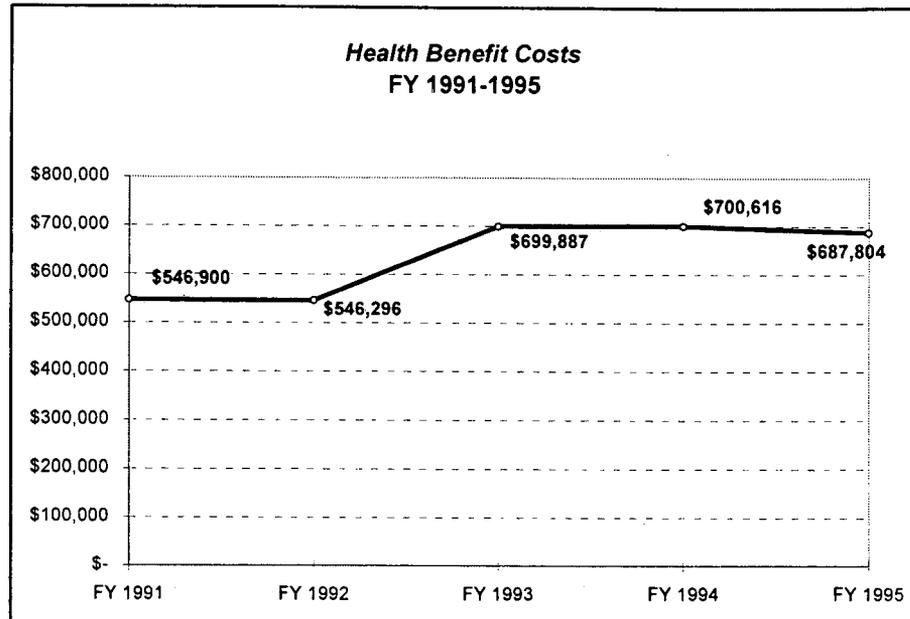
The PHA offers a generous benefit package to its staff including health, retirement, sick leave, vacation and holidays. The two high cost benefits are health and pensions which increased by 21.7% and 27.2% respectively over the last five years. Over the last two years, however, health benefits costs actually declined 1.8%, while pension costs rose less than 1%.

#### **HEALTH BENEFITS:**

The PHA offers both medical and dental coverage for its employees. The programs offered include: Blue Cross, Health Mate, Harvard Community Health, HMO of Rhode Island, and Delta Dental. Medical costs to the PHA have increased 21.7% (4.3% annually) over the last five years; the number of covered personnel has increased 10.2% (2.04%) annually. Average costs per employee have increased 10.4% (2.08%) from \$3,842.86 in FY 1991 to \$4,245.69 in FY 1995.

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

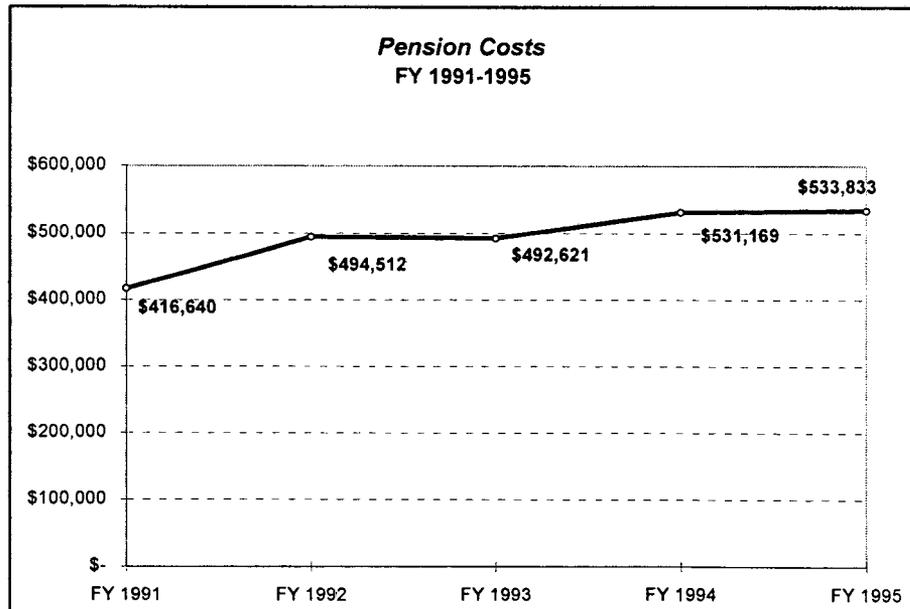
**Figure 6**  
**Health Benefit Costs**  
**FY 1991-1995**



**PENSIONS:**

Each member of a bargaining unit has two contributory pension plans: their union plan and Mutual of America. Pension costs have increased 27.2% (5.4% annually), while the number of personnel covered has increased 13.6% (2.7% annually). Per employee costs have increased 11.9% (2.3% annually) from \$3,179 in FY 1991 to \$3,559 in FY 1995.

**Figure 7**  
**Pension Costs**  
**FY 1991-1995**



#### 4) WORKERS COMPENSATION AND INSURANCE

##### WORKERS COMPENSATION

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

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

- ① Establishes a Safety Committee
- ② Conducts safety awareness training and injury prevention activities
- ③ Responds swiftly to correct all reported safety problems
- ④ Investigates and documents all accidents
- ⑤ Provides medical delivery system
- ⑥ Case Management of all injuries
- ⑦ Creates a policy of offering "light duty" to injured personnel.

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

The *Risk Management Plan* for Workers Compensation resulted in the authority experiencing a savings of \$232,130.00 over five years in its Workers Compensation insurance premium with The Beacon Mutual Insurance Company for FY 1995. In the past years, while we have increased the number of employees on the payroll, we have reduced our overall cost and cost per employee substantially.

YEAR	NO. EMPLOYEES	ANNUAL COST	COST/EMPLOYEE	PCT +/-
1991	210	\$502,130	\$2,391	+3.6%
1992	210	\$529,346	\$2,520	+5.4%
1993	218	\$438,469	\$2,011	-20%
1994	222	\$345,000	\$1,554	-21%
1995	251	\$274,100	\$1,075	-21%

*Figure 8*  
Workers Compensation  
Costs  
FY 1991-1995

**KEY 5-YEAR INDICATORS:**

- ☞ Personnel Rate of Growth (1991-1995) = 20%
- ☞ Cost Savings (1991-1995) = 45%
- ☞ Cost/Employee Rate of Change (1991-1995) = - 55%
- ☞ 5-Year Average W/C Cost/Employee/Year = \$1,910

**GENERAL LIABILITY INSURANCE**

Tracking General Liability indicates the success the PHA is having in keeping its insurance costs low. Six years ago the PHA paid \$134,392 per year for general liability coverage and our losses were slightly greater than \$40,000. Five years later the PHA is paying a premium of \$101,967, a 32% savings. The rate of change for losses from six years ago has also dropped dramatically from \$40,000 to \$2,800, a 90% reduction.

POLICY YEAR	PREMIUM	PCT. CHANGE	LOSSES	O/S LIABILITY
1990	\$134,392		\$40,395	0
1991	\$113,446	- 15.6%	\$16,310	0
1992	\$114,297	+ 1.0%	\$16,311	\$ 8,900
1993	\$110,500	- 3.0%	\$ 7,015	\$15,000
1994	\$ 88,293	-20%	\$10,800	\$30,000
1995	\$101,967	+ 15%	\$ 2,800	\$10,000

Premium Rate Change: FY 90 - FY 95 = -32%      FY 91 - FY 95 = -11.3%  
 FY 94 - FY 95 = +15%  
 Premium increase for FY 95 is due to increased coverage.

*Figure 9*  
**General Liability/Open  
 Claim Register  
 FY 1990-1995**

**5) RISK MANAGEMENT AND SAFETY**

**RISK MANAGEMENT:**

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

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

**SAFETY PROGRAM**

The PHA's Safety Program has been in existence for seven years. Its purpose and goals are to provide training for Authority personnel and residents of public housing in risk management. A Safety Committee

consisting of volunteer staff members from each of the departments establishes its annual agenda of activities. In FY 1995 the Safety Committee undertook the following activities:

- Conducted Vehicle & Fire Safety Training
- Conducted Fire Safety Poster Contest for residents
- Updated the annual Risk Control Plan
- Continued the self-inspection program and safety checks
- Sponsored and conducted CPR training for staff members
- Updated the Vehicle Safety Policies and procedures Handbook
- Conducted semi-annual Fire Safety Education visits
- Updated accident reporting procedures and forms
- Conducted monthly meetings with risk control personnel
- Updated the Safety Manual

---

#### **6) STAFF TRAINING AND DEVELOPMENT**

---

In FY 1995, the Providence Housing Authority conducted 4,073 hours of staff training, an increase of 433 hours (12%) from the previous year. The major emphasis this year has been placed on computers, strategic planning and organizational interdependency teamwork training, totaling more than 1,800 hours. In descending order of time allocated, the training consisted of: computers (24%), Strategic Planning (11.4%), Team Building (10%), CPR/First Aide (6.9%), Maintenance Skills (6.1%), and Conflict Resolution (5.9%). See the chart on the following page for a complete breakdown of FY 1995 training.

<b>PROVIDENCE HOUSING AUTHORITY</b>		
<b>STAFF TRAINING HOURS</b>		
<b>FY 1995</b>		
<i>GENERAL CATEGORY</i>	<i>HOURS</i>	<i>PERCENT</i>
Computer	972	24%
Management Team Building	396	10%
Managerial Skills	124	
Team Leadership	52	
Conflict Resolution	240	5.9%
Violence in the Workplace	4	
Management Conflict	10	
Group Behavior	66	
CPR/First Aide	280	6.9%
Fire Safety	100	
Energy Management	18	
Monitoring Performance	12	
Strategic Planning	464	11.4%
Housing Management	10	
Resident Selection Preference	16	
Total Quality Management	60	
Re-Engineering	90	
Security	120	
Elementary Spanish	80	
Child Abuse	124	
Disabled Applicant	24	
Community Service Training	36	
Resident Services Certification	16	
Alcohol & Drug Dependency	48	
Aging Network	8	
Managerial Techniques for Secretaries	16	
Administration of Comprehensive Grant	92	
Maintenance Skills	250	6.1%
Maintenance Planning	92	
Workplace Safety	47	
Risk Management	40	
Vehicle Safety	51	
Preventive Maintenance	15	
Lawn & Tree Care	24	
Section 8 Training	6	
Resident Integrity	24	
Event Planning	30	
Communication Skills for Women	16	
<b>TOTAL</b>	<b>4,073</b>	

SOURCE: PHA training records, Monthly Management Reports FY 1995

An examination of our training inventory reveals the broad range of topics covered in our training package. Some topics, such as lawn and tree care are specifically geared to the Facilities Management Department; while others, such as first aide, are useful to the entire PHA staff. The goal of our training program is to assist our staff perform their duties and responsibilities better and to enhance their career prospects.

The type of staff development offered is determined by analyzing an annual *Training Needs Assessment Form*, which is distributed to senior staff, and through interviews with department heads. Emphasis is placed on providing training for staff members in key areas where federal regulations have changed eligibility criteria or new program initiatives are offered.

Staff training is conducted by both in-house personnel and through third party providers. In FY 1995 training has been conducted by such organizations as Dun & Bradstreet, Community College of RI, Council of Large Public Housing Authorities, National Association of Housing and Redevelopment Officials, Fred Pryor Seminars, Dower Associates, Inc., Nan McKay Associates, National Center for Housing Management, RI College, American Red Cross, RI Department of Elderly Affairs, RI Housing and Mortgage Finance Corporation, the RI Rape Crisis Center, American Heart Association and others.

The PHA has made a commitment to its employees to provide training by budgeting adequate funds to provide for professional instruction. Since FY 1991, training hours have increased 155%.

The following table indicates the budget amount and hours allocated to training and development for the last five years.

<b>TRAINING HOURS &amp; BUDGETS</b>			
<i>Fiscal Year</i>	<i>Hours</i>	<i>Pct. Change</i>	<i>Budget</i>
<b>FY 1995</b>	4,073	+ 12%	\$35,000
<b>FY 1994</b>	3,640	+ 41%	\$30,155
<b>FY 1993</b>	2,580	+ 23%	\$30,000
<b>FY 1992</b>	2,095	+ 31%	\$20,000
<b>FY 1991</b>	1,597		\$30,000
<b>TOTAL</b>	<b>13,985</b>		<b>\$145,155</b>

*Figure 10*  
Training Hours and Budgets  
FY 1991-1995

A major initiative for the new fiscal year will be the establishment of required training programs for certain job classifications, particularly senior staff, and the creation of continuing education units (CEUs). A library of books and materials, including audio and video instruction will be made available to staff members. Every member of the staff will be encouraged to participate in training programs to enhance their prospects for promotion.

The Authority can no longer afford to rest on its reputation; circumstances change too quickly. What we consider "good" today is seen as "so-so" tomorrow. Our productivity, response time, quality, cost control, and

resident service should all show steady gains and our skills should be in a state of constant renewal. The PHA will offer these opportunities to its staff.

---

**7) EMPLOYEE ASSISTANCE PROGRAM**

---

The Providence Housing Authority contracts with the Providence Center to provide an Employee Assistance Program (EAP) for staff members and their families. The role of the Providence Center is to provide a range of programs which reduce stress, generate good mental health and nurture personal growth both on and off the job. This is accomplished through counseling/ consultation and social programs. All the Providence Center's programs are confidential. In FY 1995, approximately 7% of the full-time staff took advantage of the services offered by the Providence Center.

---

## ***FAMILY SELF SUFFICIENCY***

---

The Providence Housing Authority continues to administer a Family Self Sufficiency Program in accordance with requirements of the United States Department of Housing and Urban Development. During fiscal year 1995, the Authority opted to substantially expand its commitment beyond the HUD requirement. The Authority is mandated to service 27 Section 8 families, but now provides FSS services to 77 families, including 41 living in public housing.

FSS requires participants to enter into contractual agreements with the PHA which include specific plans for education and training in support of career development. The program is designed to assist families to move from public assistance to employment and to help the underemployed to improve their incomes. The current effort began with a pilot program (Operation Bootstrap) in 1991. The following outline summarizes the administrative milestones since then.

### ***ADMINISTRATIVE MILESTONES***

- **March 1991**  
HUD approval of Operation Bootstrap administrative plan (participation in Operation Bootstrap in non-contractual)
- **June 1991**  
Leasing of 15 Section 8 families under Operation Bootstrap
- **March 1992**  
Award of 27 bonus certificates under Family Self Sufficiency
- **July 1992**  
Approval of FSS Section 8 administrative plan
- **August - November 1992**  
Outreach and selection of initial 27 families
- **November 1993**  
Approval of public housing administrative plan (40 slots)
- **November 1993 - present:**  
Outreach and selection of public housing families

### ***SUMMARY OF FSS SERVICES PROVIDED***

- **Initial outreach to the entire Section 8 waiting list.** (27 certificates were originally issued under regulations allowed selection of participants from the waiting list) (English and Spanish)
- **Subsequent outreach to public housing population** in phases detailed in approved administrative plan. (English and Spanish)
- **Ongoing outreach to existing Section 8 population** as part of recertification process. (English and Spanish)

- **Program awareness seminars** at four public housing sites. (English and Spanish)
- More than 200 **informational interviews**. (English and Spanish)
- **Development of contracts of participation**. (a total of 35 contracts for Section 8 participants and 41 public housing program contracts have been developed)
- **Quarterly monitoring** of executed contracts.
- **Coordinating committee meetings**.
- **PHA representation on advisory groups** pertinent to FSS program administration.
- **Employer outreach**.
- **Development of funding applications** to improve PHA capacity to directly service FSS clients, i.e. Family Investment Center Program, Section 8 Housing Counseling, Youthbuild.
- **Escrow account management**.

### ***ENROLLMENT INCENTIVES***

The FSS Coordinator works with applicants to develop an acceptable Contract of Participation; the contract development phase can last up to three months. Every contract must include a stipulation that the participant work full-time for 12 months without receiving public assistance income; however, participants may prepare for employment for up to four years.

The Authority is able to offer several incentives for program enrollment. The escrow savings account feature allows FSS participants who experience rent payment increases due to increases in earned income to reclaim some or all of the additional rent they've paid at the end of the contract period. Case management and advocacy services assist participants to successfully reach their self sufficiency goals.

Public housing participants are offered two additional incentives. In fiscal 1995, the Authority designated 40 units of newly constructed scattered site housing for FSS enrollees. Participants who are in compliance with their contracts are eligible to occupy these units. Also, the Authority's approved 5(h) Homeownership Conversion Plan allows us to give preference to FSS participants in selecting buyers for units.

### ***FISCAL YEAR 1995 OUTREACH***

Extensive outreach to the general public housing population began in November 1994. Outreach included:

- notification on rent mailers
- flyers
- informational sessions at four public housing sites

- application completion assistance

Sixty five applications were received. As of June 30, 1995, 29 new contracts have been signed.

### **OPERATION BOOTSTRAP**

Prior to submitting an FSS administrative plan for HUD approval, the PHA voluntarily instituted a HUD pilot program called Operation Bootstrap. The program does not entail contractual arrangements between the Authority and the participants, although the original 15 enrollees were taken off the Section 8 waiting list on the basis of their plans for achieving economic independence. Operation Bootstrap contains no provisions for an escrow savings account.

Three of the original participants opted to transfer to FSS; three have relinquished their Section 8 rental assistance (two purchased houses and one got married). Of the remaining nine demonstration project participants, three are employed, two are regularly involved in some kind of training or education program and four are only sporadically enrolled.

### **TERMINATIONS**

The HUD regulations allow for termination from the FSS program (and termination of housing assistance if the participant entered the program from the waiting list) provided the housing authority specifies termination procedures in its administrative plan.

The PHA plan allows participants to modify the terms of their agreements and allows 90 days for the re-establishment of compliance before termination. There are also grievance provisions for terminated participants.

Six of the original 27 FSS enrollees have been terminated. Two were voluntary, as they opted to use accrued escrow funds to purchase a home.

The four non-compliance terminations occurred after an average of 210 days following the finding. Two participants exercised their right to grievance hearings, and the PHA prevailed in both instances.

<b>ENROLLMENT TOTALS</b>	
Section 8 FSS:	27
Public Housing FSS:	41
Bootstrap:	9
<b>TOTAL</b>	<b>77</b>

**PARTICIPANT STATUS SUMMARY**

The chart on the following two pages summarizes the FSS activity of the 27 Section 8 participants and is followed by similar information describing the 12 public housing participants enrolled in FY 1994. A narrative summary of the public housing participants who started the program in FY 1995 as well as an update on the 9 remaining participants in Operation Bootstrap is also included.

Participant	Contract begins	Contract ends	Last meeting	Current Activity	Status *
K.A.	11/20/92	11/20/97	05/22/95	Worked an average of 25 hours per week as CNA; earned 9 additional credits toward LPN.	3
H.B. P	11/20/92	11/20/97	05/22/95	Employed full-time in housing management. ê	3
S.B. P	12/11/92	12/11/97	05/22/95	Earned 12 credits at CCRI; employed full-time in adult literacy program -- administrative support. ê	3
E.C.	12/12/92	12/12/97	05/22/95	Enrolled in Travel and Tourism program at Sawyer School. Will begin internship at car rental agency this summer.	3
L.C.	05/01/93	05/01/98	05/22/95	Enrolled full-time in Medical Assistant training at NE Institute of Technology; graduation anticipated 12/95.	3
T.C.	02/12/93	02/12/98	05/22/95	Just began temp. agency placements after leaving Supportive Work.	3
D.C. P†	11/20/92	11/20/97	05/22/95	CWEP placement lead to full-time job in a daycare center. ê	3
J.D.	11/20/92	11/20/97	05/23/95	Participant is entering her senior year at RIC, majoring in Urban Studies and maintaining a 3.5 gpa.	3
S.D.	12/09/92	12/09/97	07/14/95	Employed p/t in data processing; re-entering CCRI 09/95.	3
E.E.	06/01/94	06/01/99	06/08/95	Completion of psychiatric counseling is current contract activity.	2
N.G. P	10/12/93	10/12/98	05/23/95	Employed full-time following Human Services degree from CCRI. ê	3
D.G.	04/13/95	04/13/2000	04/13/95	Completed 8 week CNA training course; seeking placement.	1
C.L. P	11/20/92	11/20/97	05/23/95	Working full-time at a daycare center. Has to pass one more test to earn GED. ê	3

Participant	Contract begins	Contract ends	Last meeting	Current Activity	Status *
D.L.	12/11/92	12/11/97	07/14/95	Resumed full-time enrollment at CCRI. Anticipated award of associate's degree in Human Services is 05/96.	3
B.M. P	12/11/92	12/11/97	05/23/95	Temp. office placements averaging 40 hours per week. ê	3
E.M.	06/27/94	06/27/99	05/26/95	Earned 4.5 hours at Johnson and Wales while temping 20 -40 hours per week; took civil service exam.	2
E.M. P	04/02/93	04/02/98	05/26/95	Promoted from receptionist to administrative assistant. ê	3
E.M.	05/23/95	05/23/2000	05/23/95	Attending Rhode Island College full-time with concentration in Justice Studies.	1
G.M. P	11/18/92	11/18/97	07/07/95	Has been engaged in job search. Escrow credit is suspended pending resumption of employment..	3
L.M.	11/20/92	11/20/97	05/23/95	Office skills training completed in April; seeking placement.	3
M.M.	12/11/92	12/11/97	12/01/94	Received third notice to document FSS status.	3
B.P.	11/18/92	11/18/97	05/25/95	Earned 22 credits in CCRI Business degree program since last annual report.	3
C.R. P	12/2/92	12/2/97	05/23/95	Participant returned to full-time employment in February after being out on TDI. Escrow was temporarily suspended.	3
R.R. P†	05/20/94	05/20/99	07/06/95	Completed Bachelor's degree; employed full time as a social worker.ê	2
E.S. P	12/11/92	12/11/97	05/25/95	Participant is working full time at a community center following completion of degree at CCRI. ê	3
T.T.	2/1/93	2/1/98	07/14/95	Participant earned 18 credits towards two year Human Services degree at CCRI.	3
J.W.	10/20/92	10/20/97	06/05/95	Participant has one more semester at Rhode Island College, where she is majoring in English.	3

\* Program status key

- 1 - enrolled since last annual report
- 2 - in second year of enrollment
- 3 - in third year of enrollment
- P - escrow savings account established

† - change in income reported in FFY 1995; escrow to be credited following 30 day notice of rent increase.

ê - AFDC case closed since initial enrollment

All participants enrolled prior to 06/93 have signed revised contracts reflecting original dates; participants enrolled after 06/93 signed currently approved contract.

**PUBLIC HOUSING PARTICIPANTS  
ENROLLED FOR MORE THAN 12 MONTHS:**

<i>Participant</i>	<i>Contract begins</i>	<i>Contract Ends</i>	<i>Activity in Past Year</i>	<i>Status</i>
E.A.	11/15/93	11/15/98	Left CCRI and Pathways to work	2
R.C.	12/1/93	12/01/98	Completed GED; attending CNA training, left designated unit	2
S.C.	11/15/93	11/15/98	GED complete; Project Reach and CCRI enrollment	2
F.C.	03/01/94	03/01/99	ESL enrollment pending	2
M.G.	03/01/94	03/01/99	ESL enrollment pending	2
F.M.	11/15/93	11/15/98	Attempting compliance	2
M.P.	10/21/93	10/21/98	full-time employment	2
T.R.	01/01/94	01/01/99	CCRI, Reach enrollment	2
P.R.	12/15/93	12/15/98	non-compliance	2
A.T.	01/22/94	01/22/99	CCRI and Project Reach enrollment	2
K.W.	01/01/94	01/01/99	CCRI enrollment	2

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

**SUMMARY OF STATUS OF PUBLIC HOUSING  
PARTICIPANTS ENROLLED IN FY 1995**

The current contract activities of the 29 public housing residents enrolled between November 1994 and June 1995 are as follows:

Employed:	11
GED preparation:	1
Post Secondary Enrollment:	8
Job Training Program Enrollment:	8
Seeking Employment:	6

*Please note: some participants are enrolled in more than one activity*

A total of six of these enrollees are currently receiving childcare subsidy through the Department of Human Services.

**OPERATION BOOTSTRAP UPDATE**

This program does not require contractual arrangements between the Authority and the participants, although the original 15 enrollees were taken off the Section 8 waiting list on the basis of their plans for achieving economic independence. Bootstrap contains no provisions for an escrow savings account. Participants were enrolled in 1991. Three of the original participants opted to transfer to FSS; three have relinquished their Section 8 rental assistance (two purchased houses and one got married). Of the remaining nine demonstration project participants, three are employed, two are regularly involved in some kind of training or education program and four are only sporadically enrolled.

## **PROFILES OF SELECTED PARTICIPANTS**

Carmen L. entered the FSS program in November, 1992. She received a Section 8 certificate in accordance with regulations (since amended) which permitted the PHA to issue a limited number of certificates to heads of household based on their willingness to participate in FSS. At that time, her children were 11 and 9 years old. She had been on AFDC most of the previous ten years, interrupted by sporadic periods of employment. Carmen clearly indicated, in the application and contract development stages of her FSS involvement, a desire to leave the AFDC program. "Welfare is driving me crazy," she wrote on her initial application, "I never have enough money."

Initially, we outlined for Carmen a five year plan which included earning a GED and enrolling in a two year associate's degree program at CCRI. Carmen had been under the misapprehension that the Pathways to Independence program offered only childcare subsidies for preschool aged children.

Subsequently, Carmen enrolled in Pathways and began an adult basic education program. Although her progress toward the GED has not been as rapid as she had anticipated in her initial contract, it has been steady. Pathways assigned her to a slot at Dorcas Place, a private, non-profit adult basic education provider on Elmwood Avenue which has a contract with the state for the provision of adult basic education services. Following assessment at Dorcas Place, Carmen spent a year in the center's "pre-GED" level of instruction. (Please note: all Pathways supported placements require a minimum of 20 hours per week participation.)

Carmen advanced to the GED level of instruction in June 1994 and has subsequently passed all but one of the tests necessary to earn the diploma. In the meantime, she was hired as a daycare program aide at the Joslin Community Center in Providence. She has been employed full time at the center (an average of 37 hours per week) since August 1994. Her annual income has increased from \$6,648.00 (AFDC) to \$11,160. (The higher income reflects two salary increases.) Consequently, she is now receiving an FSS escrow credit of \$98.00 a month.

The next six to 12 months will be critical in determining whether or not Carmen will be permanently off AFDC. She does not, at this time, depend on daycare assistance in order to work, but her extended medical benefits will terminate. The past year, which has entailed full time employment and ongoing academic program attendance, has been draining and although she is still interested in enrolling in a two year degree program, she is uncertain of her ability to do so successfully while continuing to work full time. She is very pleased to have more income and hopes to build her escrow account in order to consider purchasing a home.

Like Carmen, Dorca C. initially enrolled in the FSS program in November 1992 and was selected from the Section 8 waiting list. At the time of

enrollment, her children were three years and 18 months old respectively. Following enrollment in the Pathways to Independence Program (which provided childcare assistance and counseling) and completion of a basic academic skills development program at the YMCA, Dorca earned a GED in July, 1993. She enrolled full-time at CCRI (12 credits per semester) in September, 1993.

Dorca's post secondary enrollment was disappointing. She earned far fewer credits each semester than she registered for. From January 1994 through January 1995, as the PHA attempted to monitor her progress, Dorca was twice placed on program termination notice for failure to keep appointments or communicate with the FSS coordinator.

She was able, however, to successfully transition into the Pathway's CWEP (Community Work Experience Program) in February 1995. PHA FSS staff coordinated Dorca's case management with the Pathways worker and staff of the Rhode Island Department of Employment and Training, which administered her CWEP placement in the daycare center at the Washington Park Community Center. Her placement called for her to volunteer a minimum of 20 hours per week at a closely supervised worksite. In May of 1995 the center director hired Dorca to work in the daycare program at \$6.00 per hour for 35 hours per week.

As of June 30, 1995, the PHA is calculating her monthly escrow credit, which will be effective with her rent increase in July.

#### ***COORDINATION WITH HOMEOWNERSHIP PROGRAM***

During fiscal year 1995, one FSS participant relinquished her Section 8 housing assistance and used her accumulated escrow savings to qualify to purchase a scattered site home.

#### ***RECOMMENDATIONS FOR AN IMPROVED FSS PROGRAM:***

##### ***LEGISLATIVE CHANGES:***

---

- **Extended eligibility for Medicaid benefits** to ensure that single parents transitioning off AFDC into low wage jobs do not experience a net loss, thereby discouraging employment;
- **Increase AFDC "work incentive" features**, e.g. increase amount of earned income excluded from calculation;
- **Programmatic institution of "child support mediation"** whereby low income parents can negotiate legally binding child support agreements or,

- Improved access for low income single parents to **obtaining child support judgments** (legal assistance) and improved enforcement of judgments;
- Increase incentives for low income non-custodial parents to **contribute to a child's support**; for example, extend job training, basic education and employment support programs to include non-custodial parents.
- **Improve incentives for employers to hire FSS enrollees.**

ADMINISTRATIVE CHANGES:

- Maximize FSS program capacity to deliver services and develop placements by **administering "area" programs**. (Program is currently too bound by political jurisdictions);
- Develop incentives for **successful participants to function as mentors** to new enrollees;
- **Maintain a ratio of not more than 30 families per case manager.**

### **FAMILY INVESTMENT CENTER**

In July of 1994 the Authority submitted to HUD an application for funding under the newly established Family Investment Center initiative. FIC funding allows housing authorities to rehabilitate space on or near public housing sites and to fund services for up to five years designed to assist adults to achieve economic independence. The PHA selected the Manton Heights area for the first round of FIC funding and developed a package of services in collaboration with International Institute of Rhode Island and Family Services, Inc.

The PHA was subsequently awarded \$997,500 in support of its FIC. The program has been delayed as inspection of the site originally identified indicated that the amount of grant funding available would not be sufficient for rehabilitation. The Authority is currently negotiating with the owner of another building in the Manton neighborhood.

A second application for FIC funding, targeting adult residents of Chad Brown was submitted to HUD. Following the application deadline, Congress rescinded funding for the Family Investment Center Program.

### **PHASE IV**

For the fourth consecutive summer, the Authority sponsored a summer youth employment and academic enrichment program in partnership with the A. Alfred Taubman Center at Brown University. Twelve public housing youth were enrolled. Two "veteran" instructors returned. In addition to their academic enrichment and work experience activities, the youth visited various offices and labs at Brown to learn more about career options, developed college application essays, wrote resumes and visited the federal courthouse in Providence to explore careers in law enforcement and justice. They also visited the Computer Museum in Boston as part of the technology exploration component.

Post test scores on the standard basic skills examination were higher than in any previous year. The program was selected by the regional office of the US Department of Labor for inclusion in a report of outstanding programs in the New England region and one participant was selected for an annual NYNEX Youth Leadership award.

In January, a PHA representative attended a two day session sponsored by the Rhode Island Department of Employment and Training on the development of an appropriate curriculum for summer youth employment programs.

**RESIDENT MANAGEMENT TECHNICAL  
ASSISTANCE/TENANT OPPORTUNITY  
PROGRAM**

The Resident Management Corporation at Coddling Court continued to work with the PHA grant manager as they moved toward completion of their training and capacity building program.

Four months of the year were spent in the development of an application for additional funding under the renamed Tenant Opportunities Program. The RMC received \$60,000 and will be able to continue their activities for up to five additional years. In addition to developing hiring policies and procedures and job descriptions, the engaged in the following activities:

- Organizing a development teen club
- Conducting regular meetings with PHA management and maintenance staff
- Job shadowing in the management office
- Working with the modernization committee
- Funding and coordinating teen club activities
- Negotiating new office space with the Authority
- Securing donations from local businesses for development social events
- Advertising for bids, reviewing proposals for additional grant management services
- Compiling a "Coddling Court Handbook" for all new residents
- Organizing housekeeping classes for residents of newly modernized units
- Regular meetings with Providence police regarding development security
- Organizing a development-wide yard sale

**UNITED WAY/HUMAN RESOURCE  
INVESTMENT COUNCIL**

The Authority collaborated with International Institute, Family Services, Inc. and Travelers Aid in the development of an application for funding designed to allow for the substantial expansion (80 new contracts) of the Family Self Sufficiency Program. The proposal was not selected for funding.

**NAHRO MIDWINTER CONFERENCE**

In February, the PHA hosted the annual midwinter conference of the New England Regional Council of the National Association of Housing and Redevelopment Officials at the Westin Hotel in Providence. The conference theme was "Thinking Strategically" with particular emphasis placed on welfare reform. Board Chairman Dr. Thomas J. Anton spoke at the opening session, as did Executive Director Stephen O'Rourke and National NAHRO President Rick Nelson. Brown University faculty member Ross Cheit also spoke at the conference on the topic of "Ethics in Government".

**PATHWAYS TO INDEPENDENCE ADVISORY**

The Authority continues to be represented on the advisory council to the Director of Human Services for the State of Rhode Island. The PHA representative coordinated and facilitated a council-sponsored orientation for Christine Ferguson, who Governor Almond named Department Director this past year.

The PHA representative also agreed to represent the Council at the Governor's Employment and Training Summit in Newport in April.

**MAYORS COUNCIL ON DRUG AND ALCOHOL  
ABUSE**

The Neighborhood Empowerment for Prevention Project began to wind up its activities during fiscal 1995 as its grant funding expires in September. The PHA representative agreed to chair the Community Partnership Coalition, which oversees NEPP activities, during the final year of the project. The representative also served on a three person committee which, over a period of several months, reviewed funding applications from neighborhood task forces and recommended improvements prior to approving funding. A total of 19 \$4,000 grants were awarded as of June 30, 1995.

**SECTION 8 COUNSELING**

The PHA was the lead applicant in a proposal submitted to HUD for a Section 8 Housing Counseling Program. Participating agencies were: the public housing authorities of Cranston, Pawtucket, Central Falls, Woonsocket, West Warwick and Johnston and RIHMFC. Section 8 counseling services are designed to assist Section 8 recipients in making informed decisions about where to use their rental assistance. Program

components included neighborhood education, public education, property owner outreach and case management.

HUD originally identified \$1,380,000 as available to Providence over five years for a program provided they worked with other area housing providers. The Section 8 Housing Counseling Funding was rescinded in the same bill as Family Investment Centers.

### **YOUTHBUILD**

The Authority worked with the Providence Cranston Job Training Partnership Administration and the Providence Plan Housing Corporation in the development of a proposal for a 24 month program designed to provide public housing residents with an opportunity to earn a high school diploma while acquiring work experience on new construction and housing rehabilitation sites. Approximately 60% of the Youthbuild funding was rescinded and the application was not funded.

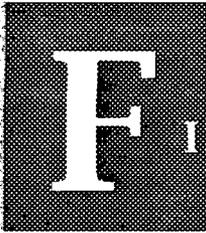
### **SECTION 8 CERTIFICATES FOR THE DISABLED**

The Authority applied for 150 Section 8 certificates in support of its designation of two highrise buildings "elderly only". The certificates were to have been made available to non-elderly disabled living in designated buildings who opted to relocate. The Authority also applied for an additional 150 certificates to service disabled individuals and families on its waiting list.

Department of

# Finance & Accounting

*Consolidated Funding*  
*Consolidated Expenses*  
*Operating Expenses*  
*Administrative Expenses*  
*Utility Expenses*  
*Ordinary Maintenance Operations*  
*General Expenses*  
*Operating Subsidy as a Percent of*  
*Operating Budget*  
*Operating Income Percentage Change*  
*Operating Expenses By Program*  
*Operating Expenses Percentage Change*



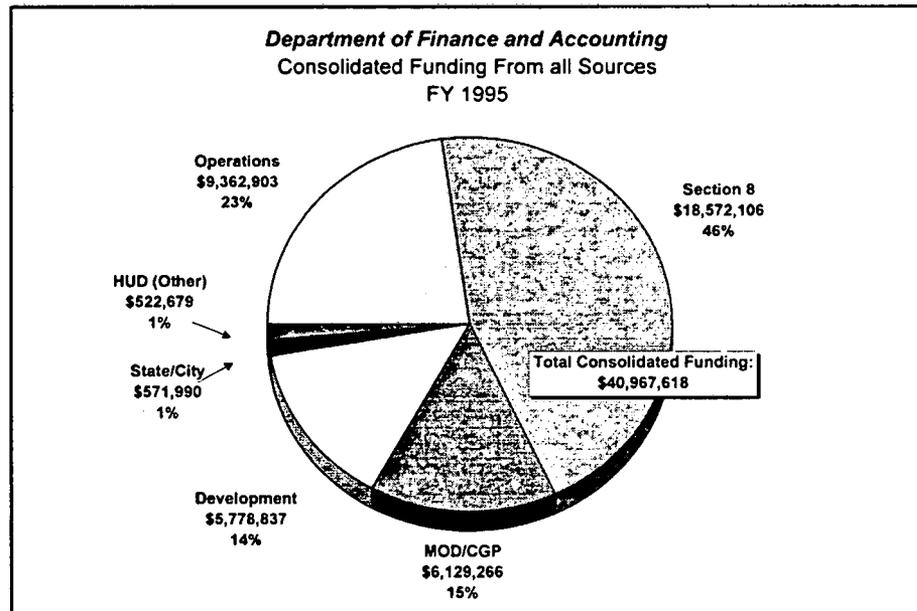
# FINANCE AND ACCOUNTING

## INTRODUCTION

The Finance and Accounting Department consists of six employees who are responsible for the PHA's financing, accounting, budgeting and payroll.

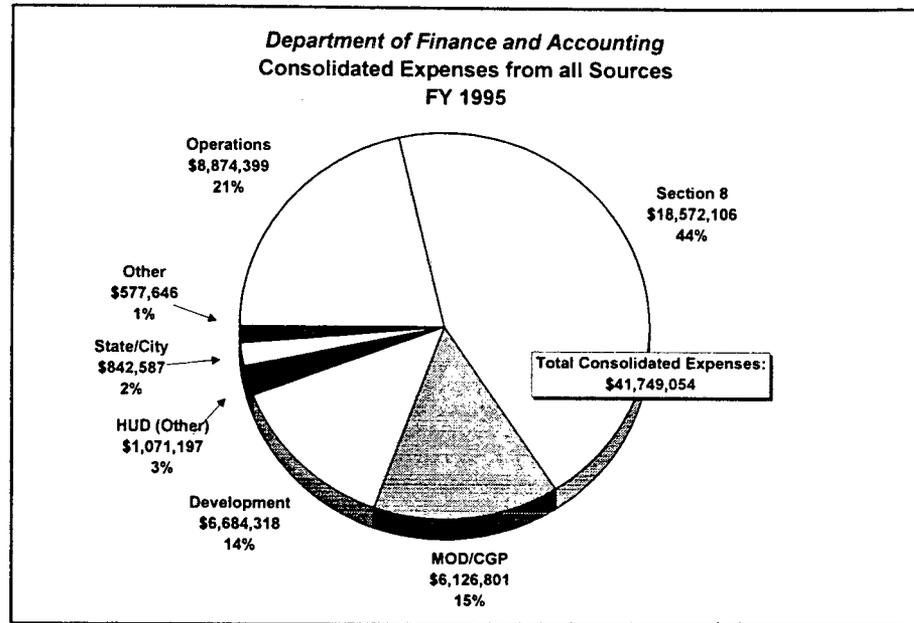
In FY 1995 the department was responsible for accounting for **\$40,967,618**, only 23% (\$9.3 million) of which was the annual operating budget. The other funds consisted of Section 8 (\$18.5 million), Modernization (\$.081 million), Comprehensive Grant (\$6.0 million), Development (\$5.7 million) and approximately \$1.1 million in other federal, state, and local grants. These figures reflect the actual drawdown of funds and do not represent the total grant amounts awarded, which are considerably higher. Figure 1 shows the FY 1995 consolidated funding by program.

**Figure 1:**  
**Consolidated Budget:**  
**Funding From all Sources**  
**FY 1995**



In addition to accounting for these funds, the department also invests surplus funds, conducts an annual inventory of fixed assets, purchases and processes most supplies, pays \$16.6 million in housing assistance payments to private property owners for Section 8 housing, and issues more than 4,200 checks to pay over 10,100 invoices.

**Figure 2:  
Consolidated Budget:  
Expenses From All  
Sources  
FY 1995**



In Fiscal Year 1995, consolidated expenses exceeded funding by 1.8%. Administration of the Section 8 program accounted for the largest percentage (44%) of expenses. Modernization and Development money combined comprise the next greatest percentage of expenses (15% and 14%, respectively; 29% combined). The next largest proportion of expenses (21%) is for operations. Grants for social service programs from the federal government (HUD) and city/state governments together comprise roughly 5% of total expenses. Figure 2 shows this breakdown.

**ANNUAL OPERATING BUDGET**

**INCOME FROM OPERATIONS AND HUD SUBSIDY:**

**OPERATING RECEIPTS:**

FY 1995 operating receipts from rental income and the HUD subsidy totaled \$9,362,903. Rental Income accounted for 46% (\$258,119) of those receipts, \$209,512 (4.6%) less than budgeted. Budget projections were based on achieving a 92% occupancy level and collecting an average rent of \$157.63 per unit.

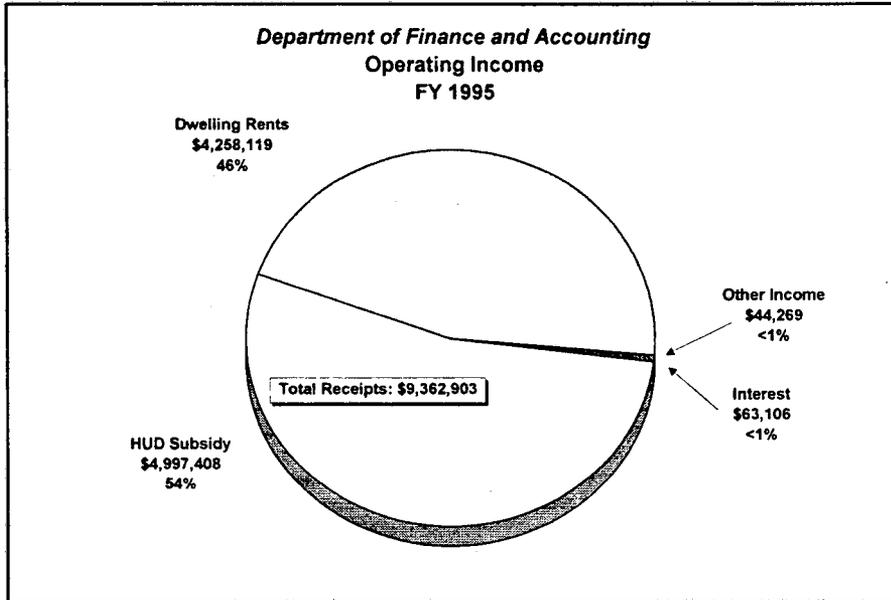
While the PHA achieved projected occupancy, changes in General Public Assistance (GPA) requirements and delays in unit turnaround affected the total amount of rent charged. Stricter guidelines made it harder for individuals to qualify for GPA. Some PHA tenants (11%, 252) lost their only source of income, and qualified for zero-base rent (live rent free.) this increase in non-paying tenants decreased the overall PHA rent average. Actual collections averaged \$156.12 per tenant per month, a decrease of \$1.51 per tenant per month from the original projection.

**AVERAGE RENT  
FY 1995:**

**\$156.12**

**OTHER OPERATING INCOME:**

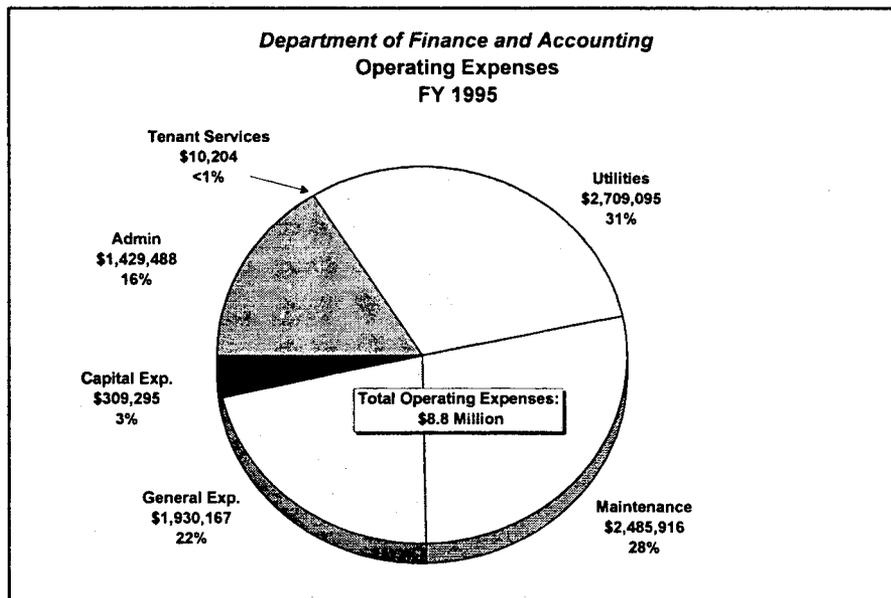
Income received from investments and other income (space rentals, vending and laundry machines) reached \$107,375 in FY 1995, exceeding budgeted projections by \$59,825. The income received is a \$3,000 increase from last year. Of the three items comprising this category, *Excess Utility Fees* was the only component under budget. *Investment Income* was \$24,750 more than budgeted and *Other Income* was \$24,469 higher than anticipated. Figure 3 shows the FY 1995 figures.



**Figure 3:  
Operating Income  
FY 1995**

**OPERATING EXPENSES:**

An analysis of operating expenses for FY 1995 shows that the greatest percentage (31%) of PHA funding paid utilities. Regular maintenance



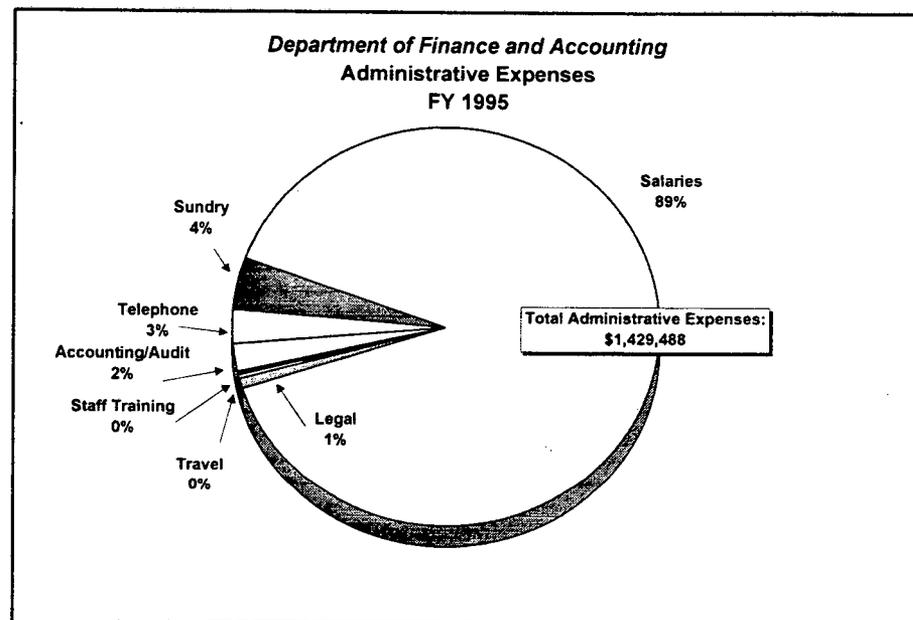
**Figure 4:  
Operating Expenses  
FY 1995**

comprised roughly one-third (28%) of all operating expenses. General expenses (which include insurance and employee benefits) comprised roughly one-fifth of operating expenses. Administrative expenses comprised 14% of operating expenses. All operating expenses totaled \$8.8 million. Figure 4 previous page) illustrates these data.

**ADMINISTRATIVE EXPENSES:**

Overall administrative costs were \$1,429,488, \$5,132 below projected costs. In order to maintain a balance between budgetary objectives and actual expenditures, year-end credits from the Section 8 program absorbed costs that would have normally been charged to this line item. This practice has become common over the past few years.

**Figure 5:  
Administrative Expenses  
FY 1995**



**UTILITIES:**

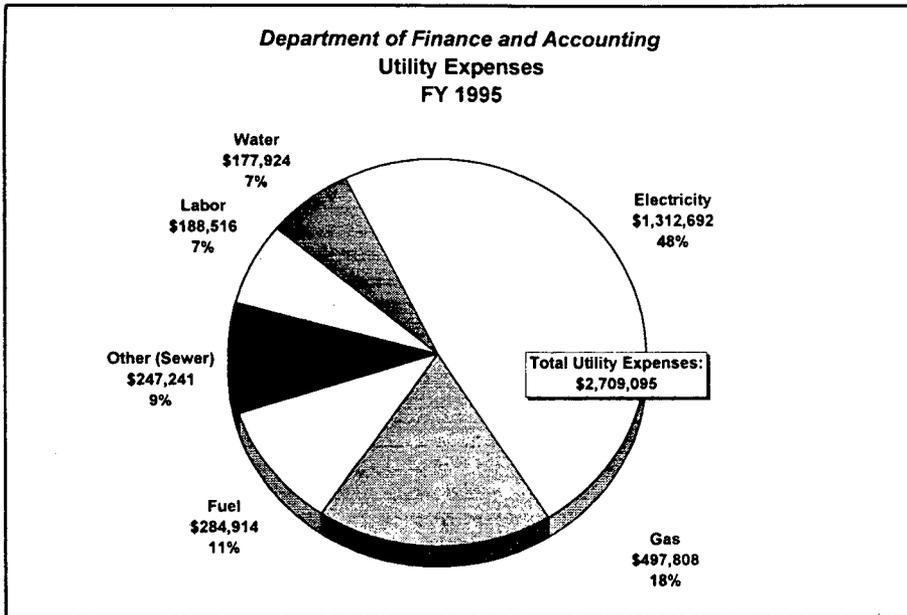
The cost of Utilities, excluding labor, was \$2.7 million, \$94,507 over budget (see Figure 6, next page). While utility costs exceeded FY 1995 budgeted projections, they decreased \$151,223 from the previous fiscal year. The decrease in costs can be attributed to improvements made in energy management .

During 1995, new energy efficient windows were installed at two high-rises: Dexter Manor I and Sister Dominica Manor. The PHA also contracted with Providence Gas to install two new gas water heaters at Carroll Towers and Parenti Villa. In addition, the *UNITY Monitoring System* by USA Electronic Systems, a computer system which monitors and controls heat sensors, boilers, valves, and alarm systems, was installed at the Central Facilities Management office in February. Facilities Management Staff predicts that the savings from a precise control of gas and oil use will pay for the system's installation within two years. Additional improvements to energy use are planned for next year.

**UNITY**

*Energy Monitoring System*

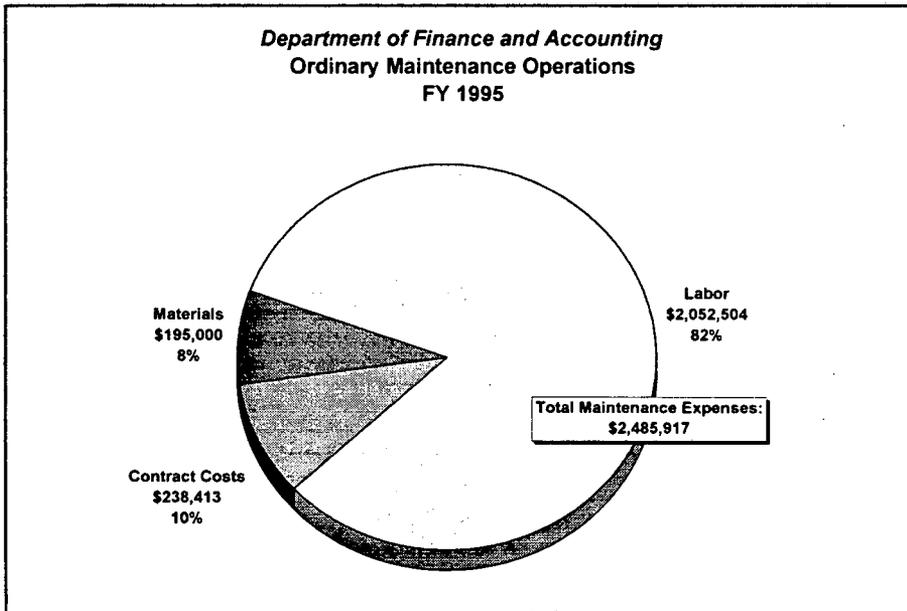
*A computerized energy management system was installed to monitor and control energy costs.*



**Figure 6:  
Utility Expenses**

**ORDINARY MAINTENANCE AND OPERATIONS:**

Maintenance expenses accounted for \$2.4 million in FY 1995, \$147,996 less than budgeted. Labor accounts for the vast majority (82%) of all maintenance expenditures. The implementation of a new inventory system to control the materials flow and the assumption of expensive service contracts by in-house staff generated considerable savings. See Figure 7 for data.

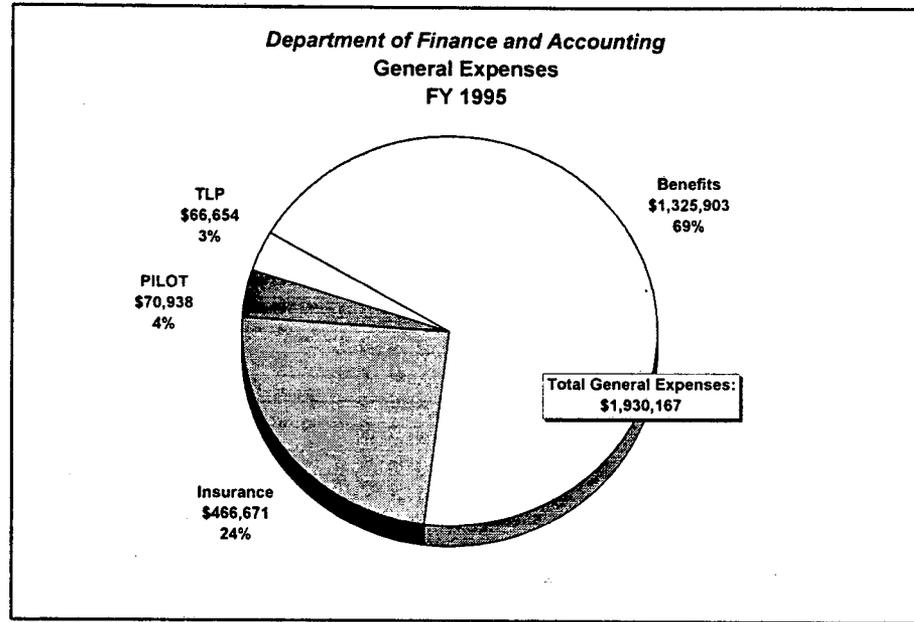


**Figure 7:  
Ordinary Maintenance  
Expenses  
FY 1995**

**GENERAL EXPENSES**

Benefits comprise the greatest proportion (69%) of general expenses. All line items within this category are under budget with the exception of *PILOT* and *Collection Losses*. The creation of the *Return to Work Program*, and implementation of employee education programs created substantial savings in the *Insurance* category; the cost of Workers Compensation insurance is approximately 67% lower than what it was two years ago. See Figure 8 for a breakdown of FY 1995 general expenses.

**Figure 8:  
General Expenses  
FY 1995**



**FIVE-YEAR BUDGET ANALYSIS  
FY 1991 - FY 1995**

**ANNUAL OPERATING BUDGET**

Over the last five fiscal years, *Operating Expenses* have exceeded *Operating Income* by 1.8%. The trend of the past two years has been toward reducing *Operating Expenses* and increasing *Operating Income*.

A review of the budget figures presents an accurate description of our current status. Over the last five fiscal years, *Operating Income* increased by 18.8% and *Operating Expenses* increased 20.6%. Since Fiscal Year 1994, *Operating Income* increased 2.8%, while *Operating Expenses* fell 1.5% from the previous year. If we continue in this direction, we will be able to avoid future budget deficits.

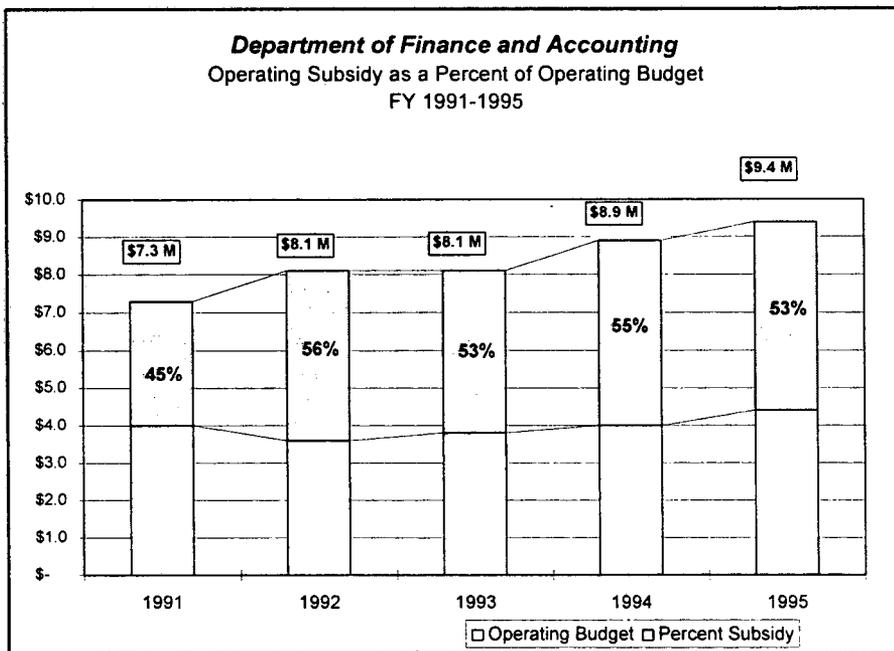
FY 1995 was the first year since FY 1991 to show a surplus in the operating budget (exclusive of Section 8 program income). In FY 1992-1994, we

balanced our operating budget with surplus Section 8 program income. The PHA closed FY 1995 with an operating reserve of \$488,503, including the Section 8 reserve. This amount brought the cumulative reserve to \$994,967. The surplus for the year, without the Section 8 credit, was \$76,195.

The primary reason for our difficulty balancing the budget is the shortfall in eligible subsidy received from the Department of Housing and Urban Development (HUD). A HUD formula determines our subsidy. Four out of the last five fiscal years, public housing authorities have received only 95% or 96% of our eligible subsidy. This shortfall has resulted in underfunding by a cumulative amount of approximately \$800,000 to \$1.0 million. Had we received full subsidy, the PHA would have been close to its maximum reserve level.

**OPERATING INCOME:**

Operating Receipts (Rental Income, Earned Interest, and Other Operating Receipts) other than the HUD Subsidy increased 15.3% over the last five years (3.0% per year). Over the last two years, Operating Receipts increased



**Figure 9:**  
Operating Income  
Percent Subsidy  
FY 1991-1995

6.2%. The HUD Subsidy, the PHA's other major source of funds, increased by 47% (9.4% per year) over the last five years, although only 1% of the increase occurred in FY 1995. Combined-Operating Receipts and HUD Subsidy-increased by 18.8% over the last five years, and by 2.8% since FY 1994. See Figure 9 for more detail.

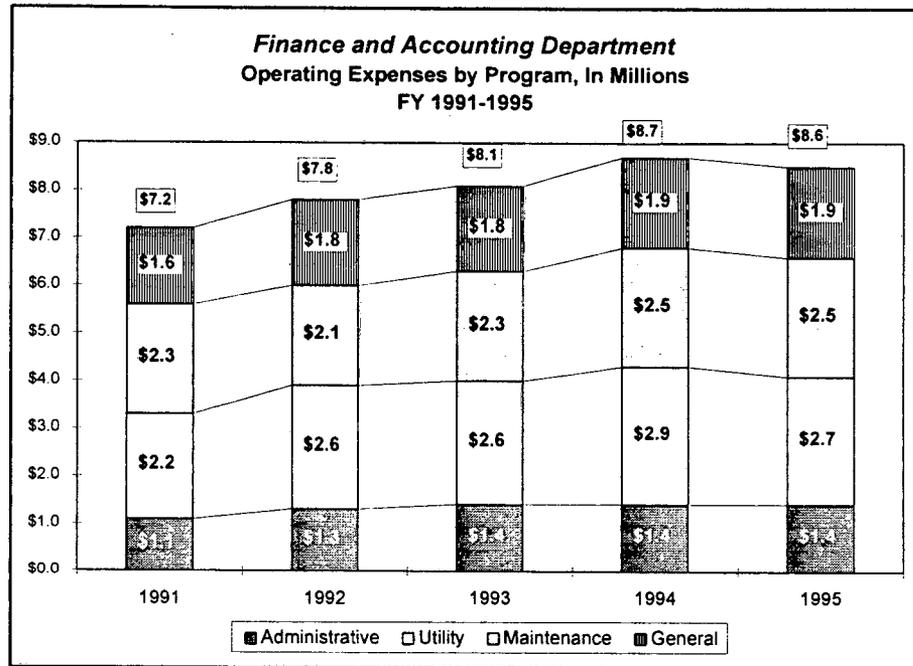
**Figure 10:**  
Operating Income  
Percentage Change  
FY 1991-1995

BUDGET CATEGORY	FY 91 - 95	Annual (+ /-)	FY 94 - 95
Operating Receipts	+ 15.3%	+ 3.0%	+ 6.2%
HUD Subsidy	+ 47%	+ 9.4%	< .5%
<b>TOTAL OPERATING INCOME</b>	<b>+ 18.8%</b>	<b>+ 3.8%</b>	<b>+ 2.8%</b>

**OPERATING EXPENSES:**

Total Operating Expenses increased by 20.6% over the last five years or at a rate of 4.1% annually. Over the last two years (FY 1994-1995), operating expenses have actually decreased by 1.5%.

**Figure 11:**  
Operating Expenses  
By Program  
FY 1991-1995



**ADMINISTRATIVE EXPENSES**

The greatest increase was in Administrative Expenses, which increased by 26.7% (5.2% per year), since FY 1991. The increase experienced in this budget category was primarily due to salary increases and new staff positions in FY 1991. Since then, administrative expenses have stabilized and actually decreased from FY 1994 by 1.4%. This was accomplished primarily by shifting employee costs from the Operating Budget to special grants.

**UTILITIES EXPENSES**

Over the last five years, Utility Expenses increased 22.6% or 4.5% annually. In the last two years, utility costs decreased by 8%. This is due to two factors: a warmer Winter and an emphasis on energy conservation through our Modernization program.

**ORDINARY MAINTENANCE EXPENSES**

This budget category increased 6.0% or 1.2% annually over the last five years. Since FY 1994, it has decreased 4%, an increase of only 2% a year. A

substantial decrease (-51%) in contract costs and staff stability account for our ability to control this budget category.

**GENERAL EXPENSES**

General Expenses increased by 20.7% (4.1% annually) over the last five fiscal years, while decreasing by 2.7% over the last two years. Reduced insurance costs (especially Workers' Compensation premiums) generated most of the decrease. The PHA's insurance costs decreased by 25% over the last two years, and now are slightly less than what they were five years ago.

<b>BUDGET CATEGORY</b>	<b>FY 91-95</b>	<b>Annual (+/-)</b>	<b>FY 94 - 95</b>
Administrative	+ 26.7%	+ 5.2%	- 1.4%
Utilities	+ 22.5%	+ 4.5%	- 8.0%
Ordinary Maintenance	+ 6.0%	+ 1.2%	- 4.0%
General Expenses	+ 20.7%	+ 4.1%	- 2.7%
<b>TOTAL OPERATING EXPENSES</b>	<b>+ 20.6%</b>	<b>+ 4.1%</b>	<b>- 1.5%</b>

**Figure 12:**  
Operating Expenses  
(Percentage Change)  
FY 1991-1995

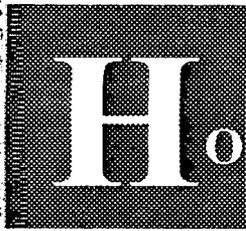
Operating Expenses are being controlled and actually reduced. As Figure 12 indicates, the PHA's expenses have decreased by 1.5%. We have succeeded in accessing grant funds to pay a substantial portion of our expenses, including staff salaries. In FY 1996, only 68% of our staff is paid from the annual operating budget. In fact, two entire departments and 90% of a third are paid through various grant programs we administer .

Our current financial position will better prepare us for the uncertainty of future budget reductions. Several programs have been reduced substantially (Modernization, Development), and another (Section 8) faces proposed guideline changes that will affect our resources. Until the Congress determines what and when they want to reduce or eliminate programs, and HUD decides the fate of the "voucherization" initiative, we can only continue to prepare for various scenarios.

Department of

# Housing Management

*New Applications*  
*Waiting List*  
*Interviews*  
*Homevisits*  
*Applicant Denials*  
*Ineligibility Conferences*  
*Units Offered/Received*  
*Reasons for Unit Refusals*  
*Occupancy*  
*Rent Distribution*  
*Average Rent*  
*Tenants Accounts Receivable*  
*Rental Agreements*  
*Evictions*  
*Management Conferences*  
*Vehicles Tagged/Towed*



# HOUSING MANAGEMENT

---

## *INTRODUCTION*

The Housing Management Department, the second largest department of the PHA, is staffed with 5 temporary and 28 permanent employees. The Department's primary responsibilities are processing applications, leasing units, and collecting rents. The Providence Housing Authority's Goals Management and Performance Monitoring Plan lists 17 broad goals for the Housing Management Department including raising the PHA occupancy rate, reducing outstanding accounts receivable, reducing the presence of criminals and poor housekeepers in the developments, and shortening the time of unit turnaround. The Housing Management Department continues to achieve these goals conscientiously.

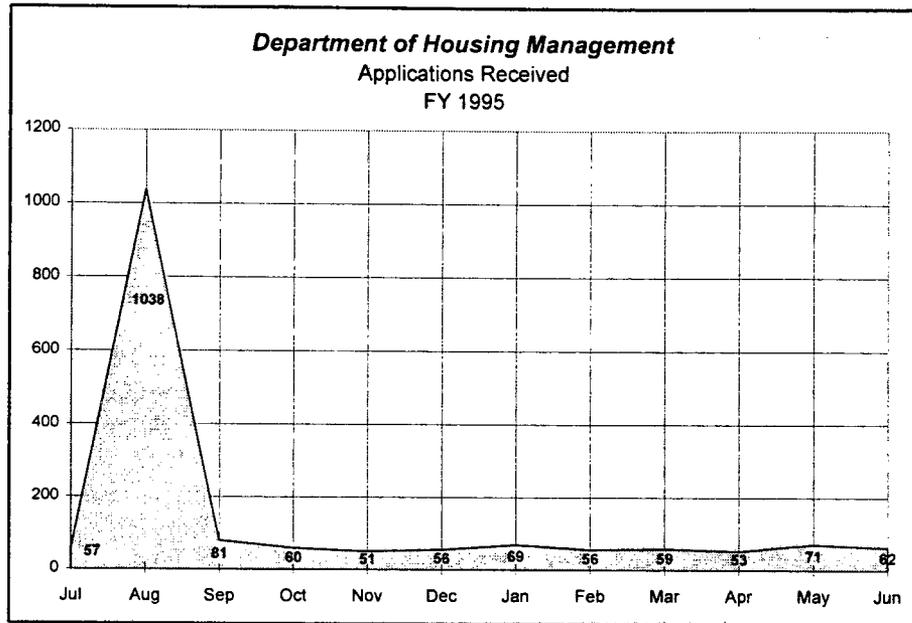
During fiscal year 1995, the Resident Selection Office processed 1,713 applications by reviewing police reports, conducting home visits, and verifying applicant-provided information to determine the applicant's eligibility and suitability for public housing. Pursuant to this process, the applicant family joins the waiting list for housing. When an applicant's name reaches the top of the waiting list, the management staff offers a unit from the development with the most vacancies. Applicants become PHA residents when they have signed their lease and submitted both rent and a security deposit.

The management site staff is responsible for the day-to-day operations of seven elderly/disabled developments and seven family developments, totaling 2,554 public housing units. The development site staff is responsible for contacting and offering the applicant family an available unit. The site staff contacts applicants, offers them units in their development, explains PHA leases and policies, collects rents, counsels residents, enforces leases, and evicts tenants.

The Housing Management Department has continued to successfully meet its Goals Management/Performance Monitoring System Plan goals. Outstanding Tenants Accounts Receivable (TAR's) have remained below ten percent and Occupancy levels have held above 97%, surpassing expectations for the past five years. The Housing Management Department expects similar success in future years.

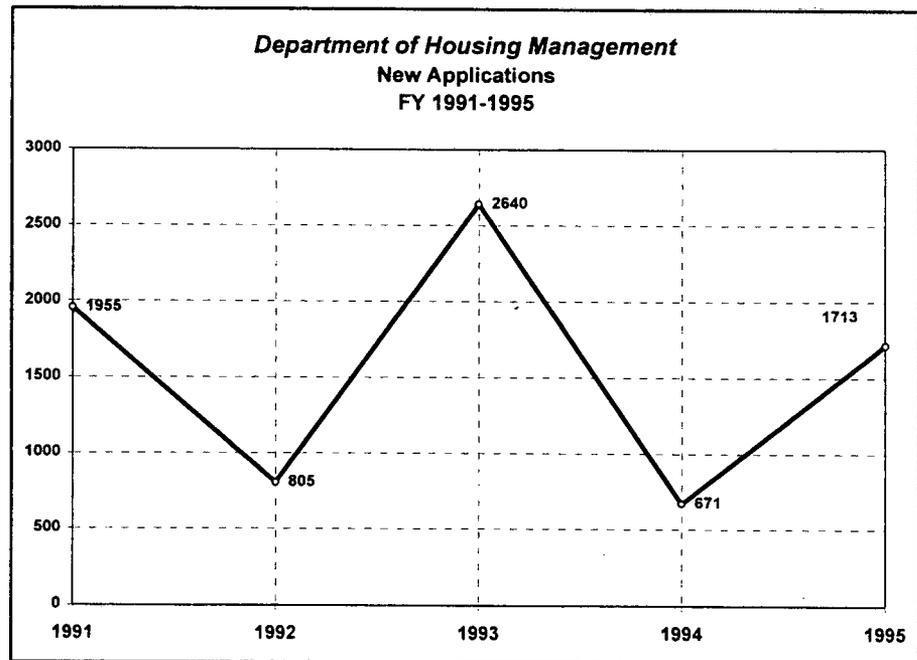
NEW APPLICATIONS

**Figure 1**  
**New Applications**  
**FY 1995**  
 The waiting list for public housing was opened for four days in August, prompting 1,038 families to apply.



With the exception of August 1, 1994 to August 5, 1994, the waiting list for Public Housing has only been open for an efficiency, one, or two-bedroom apartment in an elderly/disabled highrise. A total of 1,713 new applications were received this year. Increased advertising and outreach prompted a 15% increase in the number of elderly/disabled applicants from FY 1994.

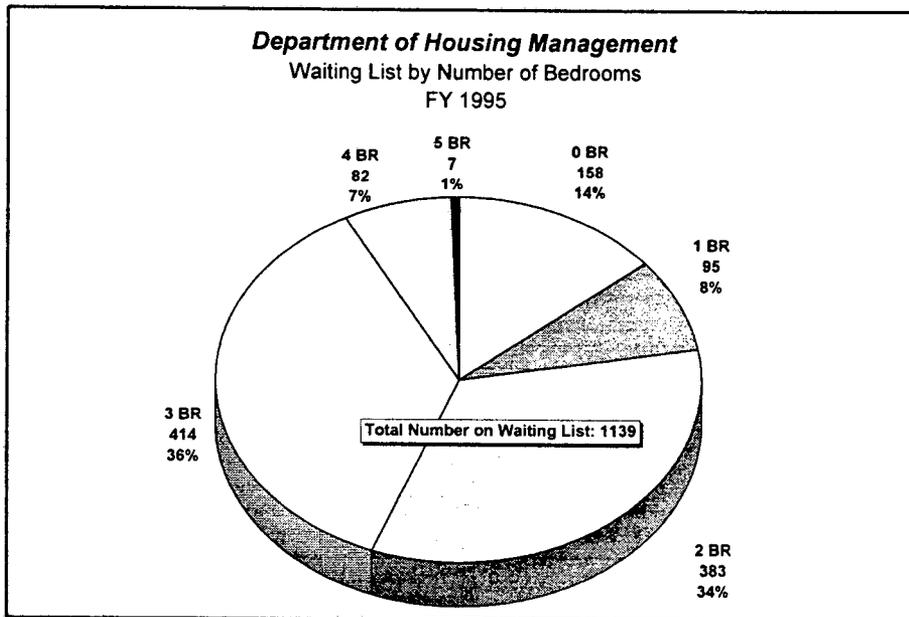
**Figure 2**  
**New Applications**  
**FY 1991-1995**  
 The receipt of new applications over the past five years shows the waiting list for public housing is opened approximately every two years.



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

**WAITING LIST**

As of June 30, 1995, there were 1,139 individuals and families on the PHA's waiting list. Three bedroom units are in greatest demand (414 applicants or 36% of the list). Following are the numbers and percentages of unit demand by size in descending order of demand: two bedroom units (383 - 34%), efficiency (0-bedroom) units (158 - 14%), one bedroom (95 - 8%), four bedroom (82 - 7%) and five bedroom units (7 - 1%).



**Figure 3**  
**Waiting List by Number of Bedrooms**  
**FY 1995**

Two and three bedroom units comprise the vast majority (70%) of waiting list need. The total number of families on the waiting list is 1139.

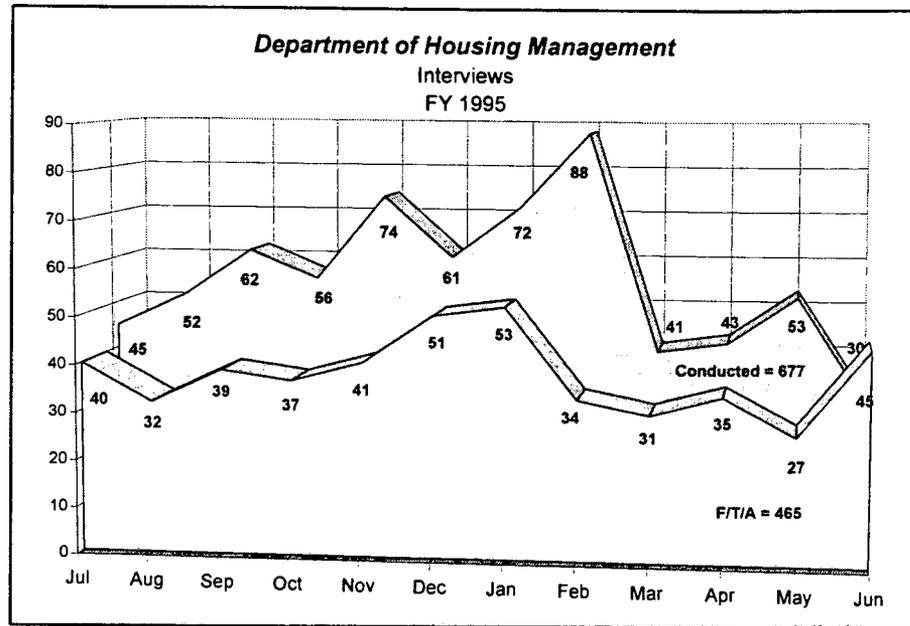
Families presently comprise 77% of the applicants on the Public Housing waiting list. Because the average wait is long (approximately three years), families tend not to refuse units and, once they get in, stay in public housing for a longer period of time. This decreases the number of vacated units and thus increases the average wait for new applicants.

Elderly/disabled developments, however, tend to have a high turnover rate and thus a short wait for housing. An elderly/disabled person can be housed in an efficiency apartment within four weeks of application.

**APPLICANT INTERVIEWS**

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

**Figure 4**  
**Interviews**  
**FY 1995**  
 The number of interviews conducted in any month fluctuates over the year. Housing Management staff conducted a total of 1,142 interviews.

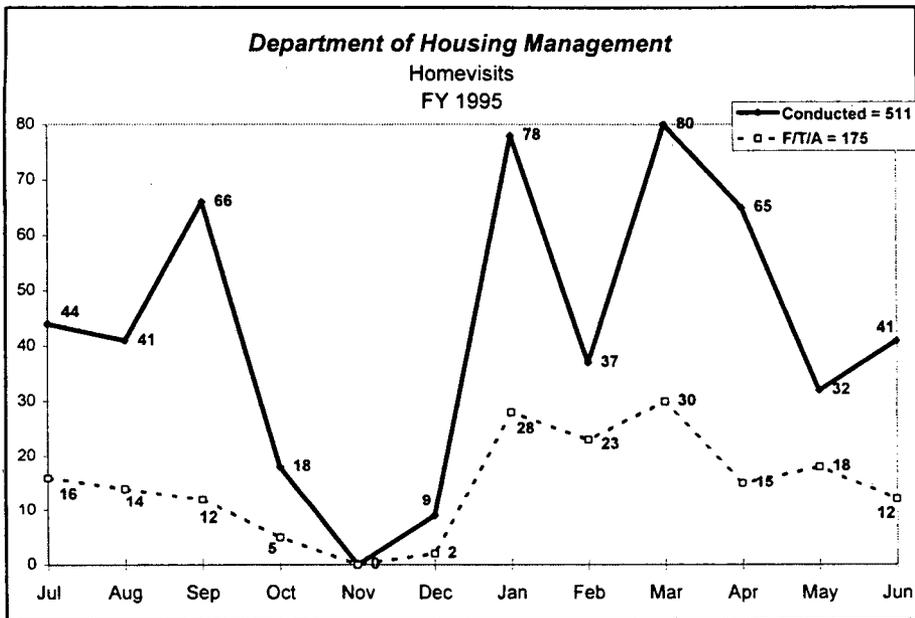


The Resident Selection Office staff scheduled 1,142 interviews during FY 1995. Staff conducted 677 interviews of prospective residents. An additional 465 (41%) applicants scheduled an interview but failed to appear.

**HOMEVISITS**

The PHA schedules homevisits with applicant families with no prior criminal record. The PHA notifies applicants by mail at least one week prior to the visit. During the visit, Resident Selection Office staff update the family's application, evaluate their housekeeping habits, and talk with their landlord to further determine family eligibility. Any applicant who does not have acceptable housekeeping habits or whose landlord testifies that the applicants were poor tenants due to rent paying habits, damage, or complaints may be denied housing.

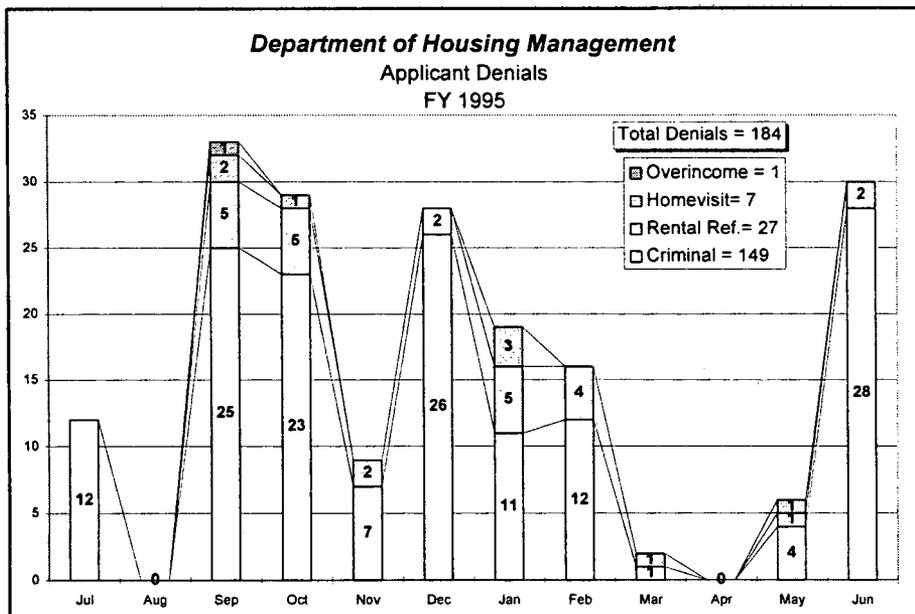
In FY 1995 the Resident Selection Office scheduled 686 families for a homevisit; 511 homevisits were conducted and 175 (26%) applicants did not keep the appointment. Of the 511 families visited, only 7 (1%) were denied housing based on the housekeeping conditions observed in the present apartment. This number decreased 4.2 percentage points from FY 1994 when 397 individuals or families were visited and 21 were denied due to poor housekeeping habits. The number of homevisits increased from FY 1994 because the PHA received 1,038 new applications for housing in August 1994.



**Figure 5  
Homevisits  
FY 1995**  
Of the 686 families scheduled for a homevisit in FY 1995, 511 were conducted. Of the 511, just 7 (1%) were denied housing based on their housekeeping skills.

**APPLICANT DENIALS**

As part of the screening process, the PHA conducts criminal background reviews of each public housing applicant 18 years and over. Because criminal records are the primary reason for applicant denial, background checks are conducted early in the screening process. The PHA notifies ineligible applicants in writing. During FY 1995, the PHA denied housing to 149 applicants based on his/her criminal record, accounting for 81% of all denials. Other reasons for applicant rejection were: unsatisfactory rental references (27, 18%), poor housekeeping (7, 1%), and income (1, <1%).



**Figure 6  
Applicant Denials  
FY 1995**  
Housing Management denied 184 individuals public housing in FY 1995, most (81%) for criminal records.

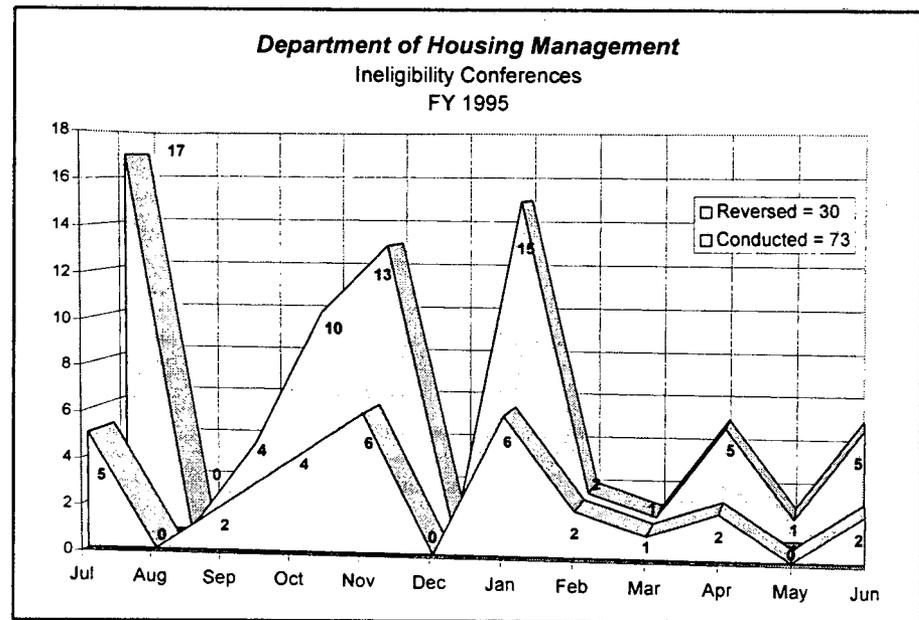
Any denied applicant may request an informal conference to discuss with the Resident Selection Manager the results of the criminal report. If the matter is not resolved the applicant may request a formal grievance hearing with a three-member panel who arbitrate final applicant eligibility.

**INELIGIBILITY CONFERENCES/  
FORMAL GRIEVANCE HEARINGS**

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

In FY 1995 the Resident Selection Manager conducted 73 conferences and reversed the initial determination of ineligibility in 30 instances (41%) when the applicant provided information or references that attested to the applicant's ability to meet PHA resident selection standards.

**Figure 7**  
**Ineligibility Conferences**  
**FY 1995**  
While 73 conferences were held in FY 1995, initial PHA decisions were overturned in just 30 (41%) cases.

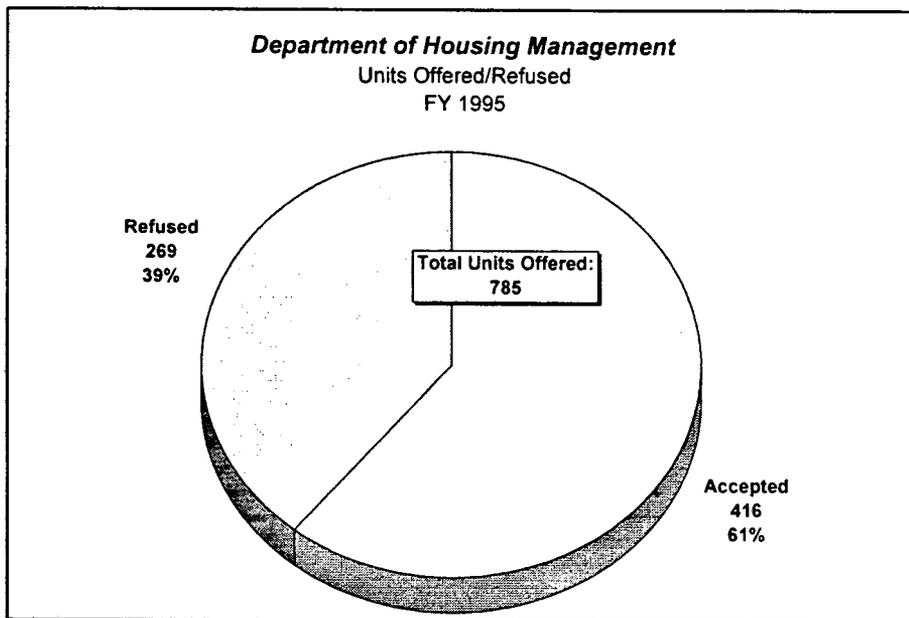


Should the applicant still be denied admission, he or she may request a formal grievance hearing before a three-person panel comprised of a PHA staff member, a public housing resident, and a member of a nonprofit social service agency. In FY 1995, 14 formal conferences were held and the panel upheld the PHA's initial ruling in every case but two. During FY 1994, the panel upheld the PHA all but one of its decisions.

**UNIT OFFER/REJECTION**

Upon completion of the screening process, before they are offered a unit, applicants are scheduled to attend a two day session of the Preparation for Community Living Program whose curriculum includes an orientation to the remaining application process and leasing procedures. When an applicant's name reaches the top of the waiting list, he or she is offered a unit at the

development with the highest number of vacancies. Applicants are not allowed to wait at the top of the waiting list until a unit is available at the development of his/her choice.



**Figure 8**  
**Units Offered/Rejected**  
**FY 1995**  
 Of the 785 units offered to applicants, 416 (61%) were accepted and 269 (39%) were refused.

In FY 1995, the PHA offered 785 units to applicants of the waiting list. Of this number, 416 (61%) families/individuals answered and accepted units and 269 (39%) did not respond or refused units. The acceptance rate for PHA housing increased 3% from FY 1995 because the PHA offered newly modernized family units.

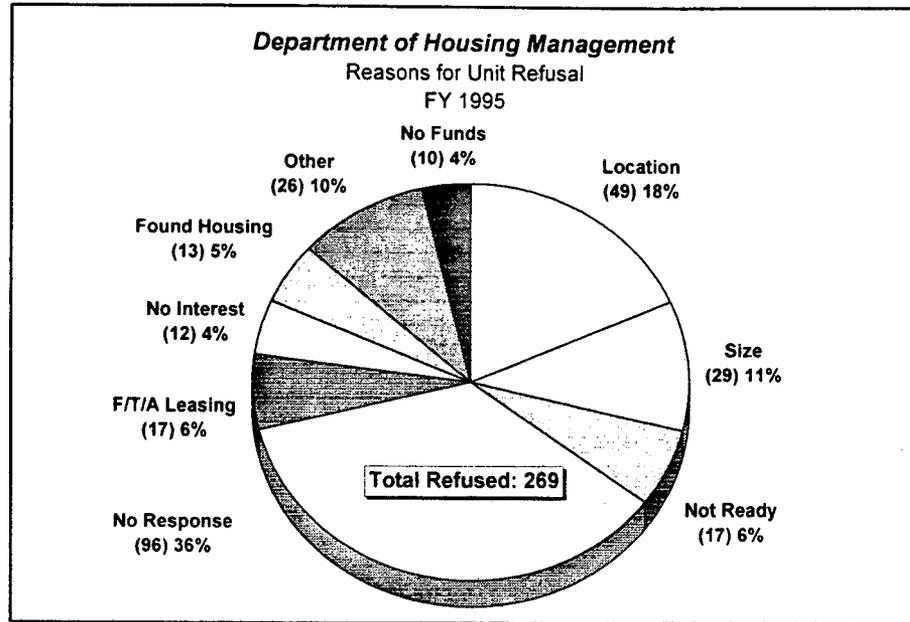
**REASONS FOR UNIT REFUSALS**

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

The primary reason for unit refusal is no response to the notification of unit availability letter (36%). Another 6% originally answer the letter and schedule an appointment for leasing but fail to appear to lease the apartment. Others refuse apartments because of the location (18%) or the size (10%). Anyone refusing a unit is dropped to the bottom of the list. Before being terminated from the waiting list, each applicant is sent a final letter to give them an opportunity to stay on the waitlist.

**Figure 9**  
Reasons for Unit Refusal  
FY 1995

The primary reason (36%) for unit refusal in FY 1995 was no response to the notification letter. The reason for the next largest percentage (18%) of refusals was location of the unit.

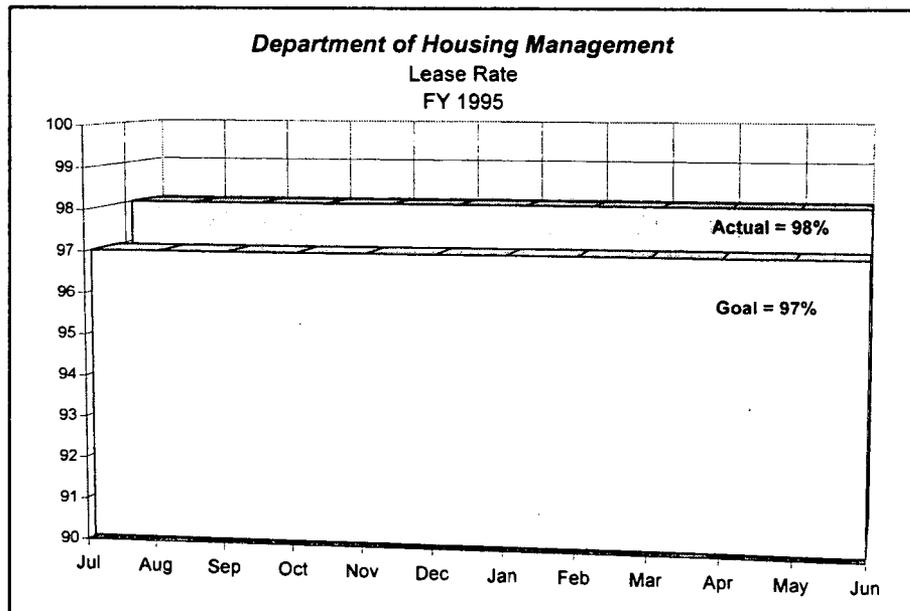


**OCCUPANCY**

The Housing Management Department continues to surpass its occupancy goal of 97%. After adjusting for modernization projects, the annual occupancy average for FY 1995 stands at 98%. Indeed, for the past five years, Housing Management has exceeded its occupancy goal: in 1994, occupancy was 98%, in 1993, 98%; in 1992, 97%; and in 1991, the annual occupancy average was 98%.

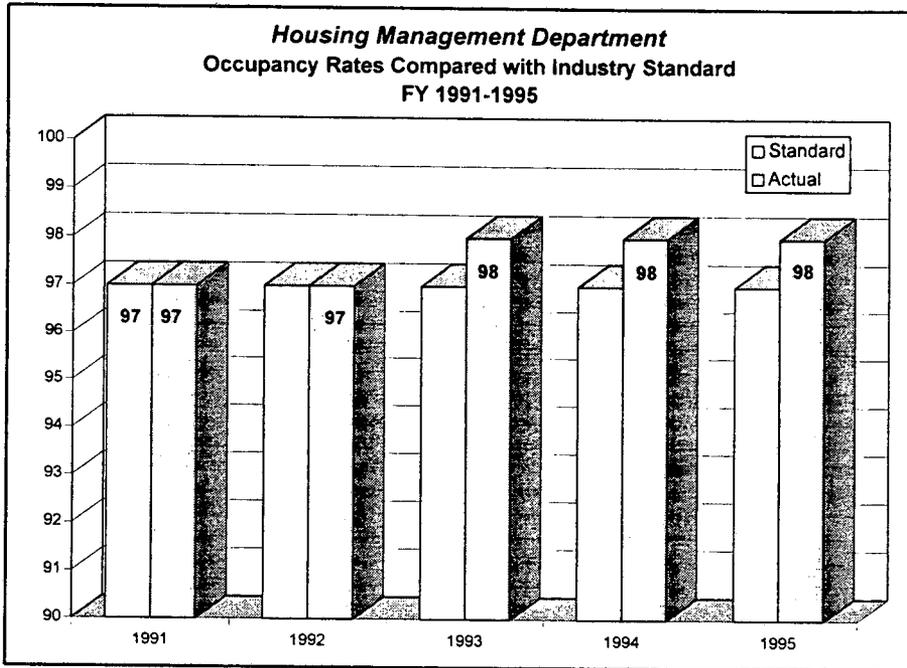
**Figure 10**  
Lease Rate  
FY 1995

In each month, the overall PHA lease rate remained at 98%, one point above the industry standard.



While overall occupancy remains high, efficiency (one room) units for elderly or disabled heads of household continue to be difficult to lease due to low demand. Because it was depopulated for modernization, unadjusted

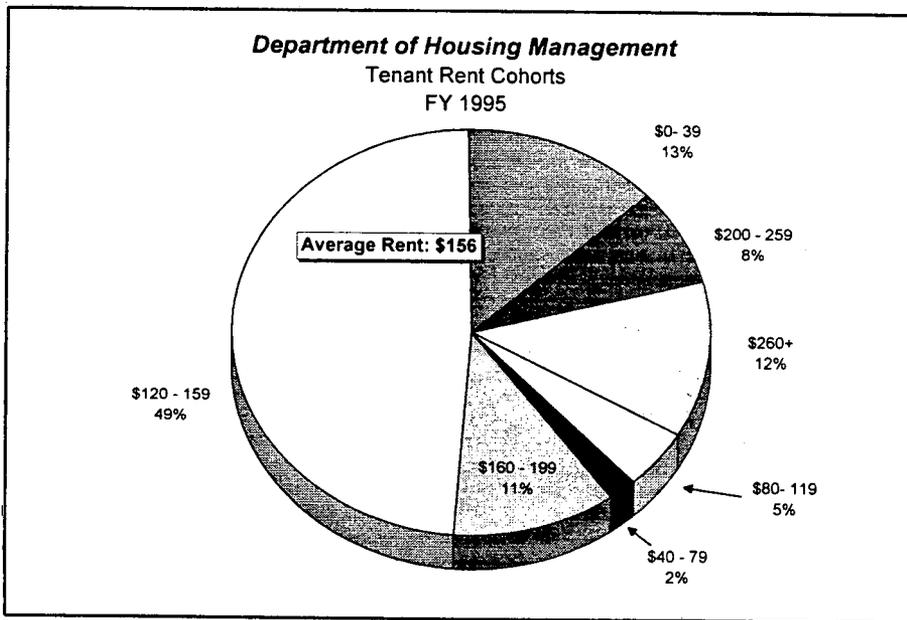
Codding Court occupancy decreased during FY 1995 from 71 to 65 occupied units. In addition to modernized units, the PHA has completed and opened several scattered-site units for occupancy. During this fiscal year (scattered site) occupancy increased from 135 to 161 units.



**Figure 11**  
**Lease Rate**  
**FY 1991-1995**  
 Since FY 1993, the Housing Management Department has maintained the lease rate above the industry standard.

**RENT DISTRIBUTION**

Monthly rent is 30% of a family's adjusted income. Generally, if a family's income increases, so does its rent. The rents at the PHA range from zero to several hundred dollars per month. As of June 30, 1995, 80% of the PHA's



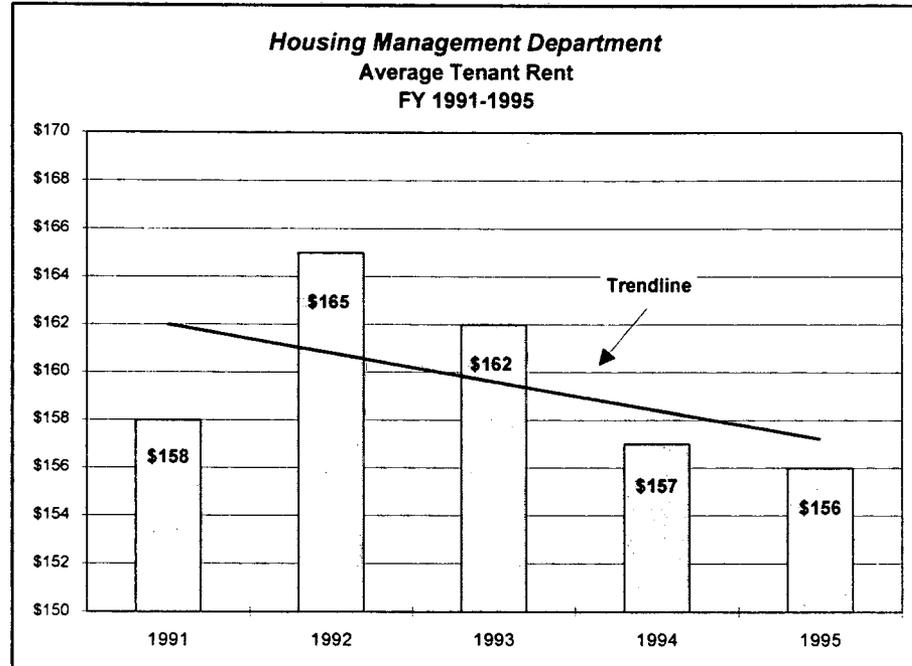
**Figure 12**  
**Rent Distribution**  
**FY 1995**  
 Most PHA tenants (49%) pay between \$120 and \$159 per month in rent. FY 1995 average rent is \$156.

residents paid less than \$200 per month for rent and 12% (same as in the past three fiscal years) paid more than \$260 per month. Over the last five years, average rents have been: \$155 FY 1995, \$157 FY 1994, \$162 FY 1993, \$165 FY 1992, and \$158 FY 1991.

**Figure 13**

**Average Rent  
FY 1991-1995**

The average rent paid by all PHA tenants has decreased steadily over the past five years. This decrease can be traced to changes in means-tested social policy.



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

**Figure 14**

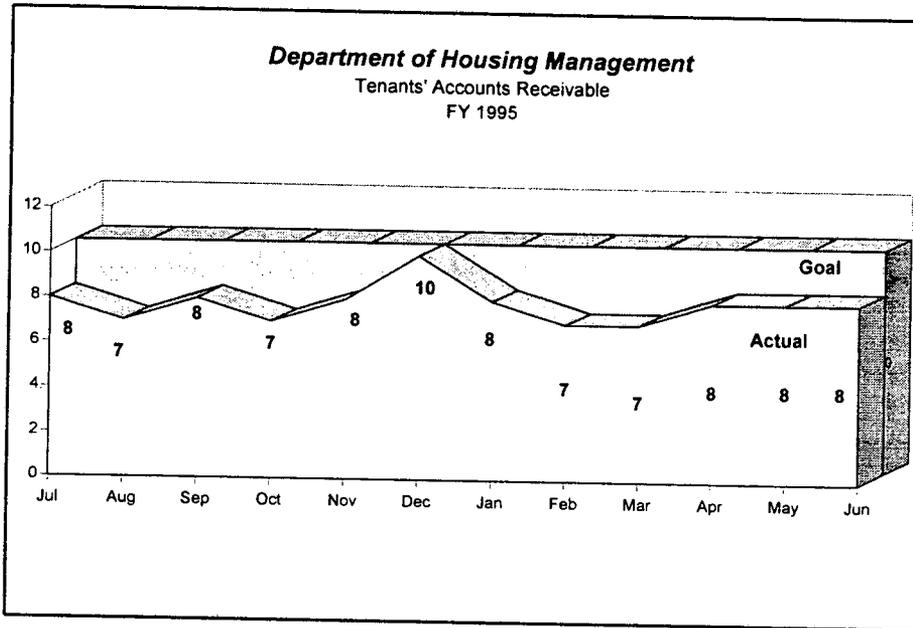
**Rent Distribution  
FY 1991-1995**

The number of tenants paying between \$0 and \$39 in rent increased 260% between FY 1991 and FY 1995.

Year	Number paying \$0-\$39	Percent Difference
1991	86	9%
1992	108	26%
1993	123	14%
1994	281	128%
1995	310	10%

**COLLECTIONS**

The Providence Housing Authority met or exceeded its goal each month of the fiscal year. The industry standard for collections is that each month 90% of all monthly charges are collected. In other words, at the end of each month Tenant Accounts Receivable (TAR's) should not exceed 10%. The PHA annual average for TAR'S for FY 1995 was 8%. Housing Management staff held the elderly developments under 10% most months, and overall the department achieved its annual accounts receivable goal.



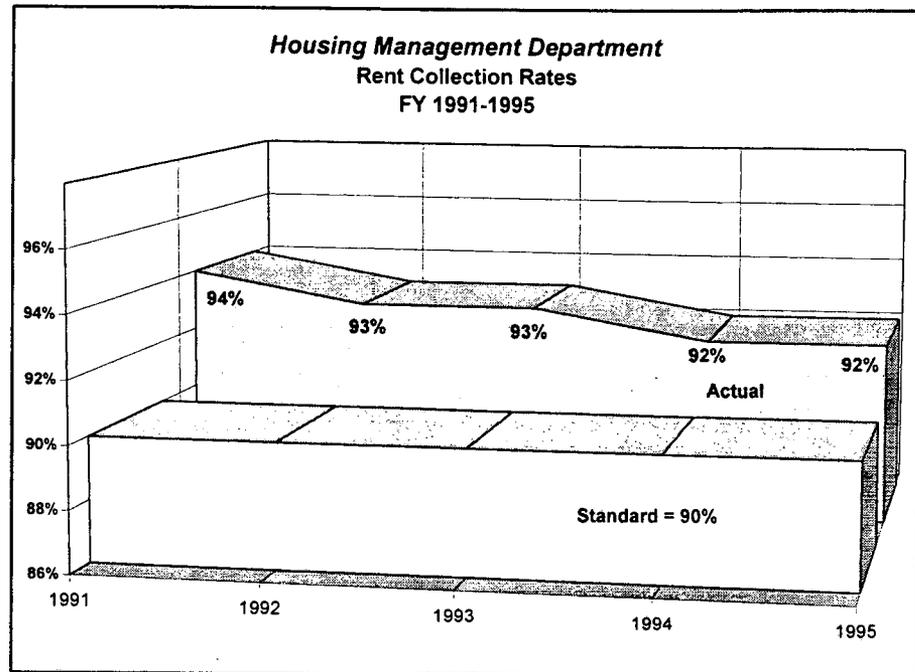
**Figure 15**  
**Tenants' Accounts Receivable (TAR's) FY 1995**  
In all months but December, a traditionally poor collection month, TAR's were below the goal of 10%. Housing Management met or exceeded its goal in all months. The PHA annual average was 8%.

The major rent collection challenges continue to be at several family developments: Roger Williams, Coddington Court, and Hartford Park as well as Dexter Manor I, an elderly/disabled development. Each of these developments failed to achieve its receivable collection goal at least 5 out of 12 months this fiscal year due to legal actions delayed in court. Delayed eviction actions against residents cause the Management Office to carry a high outstanding balance. In order to prevent this expense, managers work closely with residents, encouraging them to pay on time and to fulfill the responsibilities of tenancy.

**Figure 16**

**Average TAR's  
FY 1991-1995**

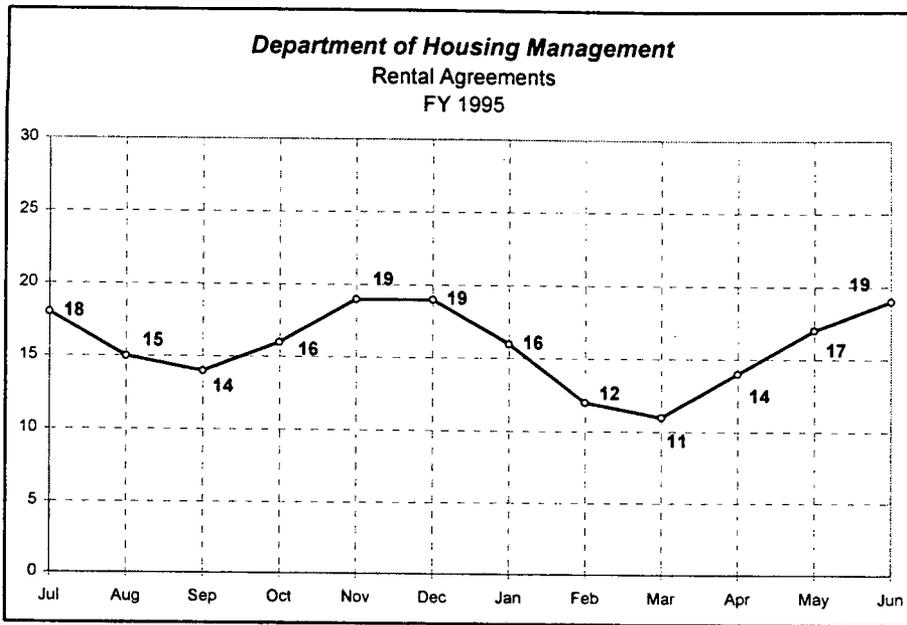
While Rent collection rates have decreased steadily over the past five years, Housing Management still surpasses its rent collection goals.



**RENTAL AGREEMENTS**

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

A family who is having difficulty making his or her rent payments may avoid eviction by entering into a rental agreement. A rental agreement is a contract between a manager and tenant which allows the resident to pay his or her arrears over a maximum of ten months as an alternative to eviction. Rental agreements are only provided for residents with sufficient reason for delinquency. Each family is allowed one rental agreement per year. During FY 1995, 90 rental agreements were executed with residents compared to 197 in FY 1994. In addition to providing rental agreements, the Housing Management Department works with the Department of Community Services to give economic counseling to families in need.



**Figure 17**  
**Rental Agreements**  
**FY 1995**  
In FY 1995, 90 rental agreements were conducted by Housing Management staff, a decrease of over 100 agreements from FY 1994.

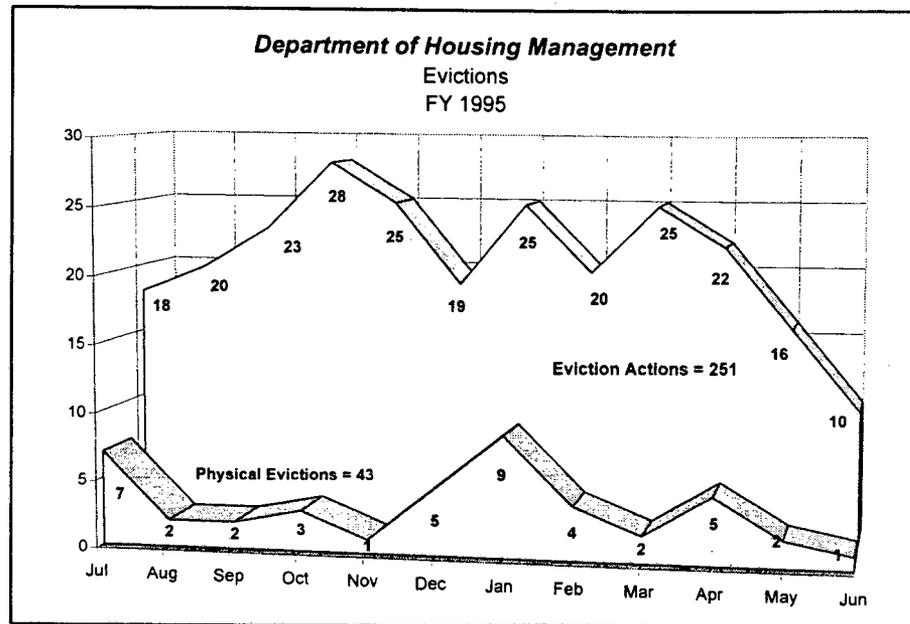
**EVICITION ACTIONS**

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

If the resident's response and payment arrangements are to the satisfaction of the manager, there will be no further action. The attachment letter is then filed for future reference in the resident's payment record. If the resident's response is unsatisfactory, the manager will proceed to court where a judge will determine if the PHA can take possession of the rental unit. In FY 1995, 251 eviction actions took place compared to 271 in 1994.

**Figure 18**  
**Evictions**  
**FY 1995**

While 251 eviction actions were issued against residents, just 43 (17%) resulted in physical eviction.



**PHYSICAL EVICTIONS**

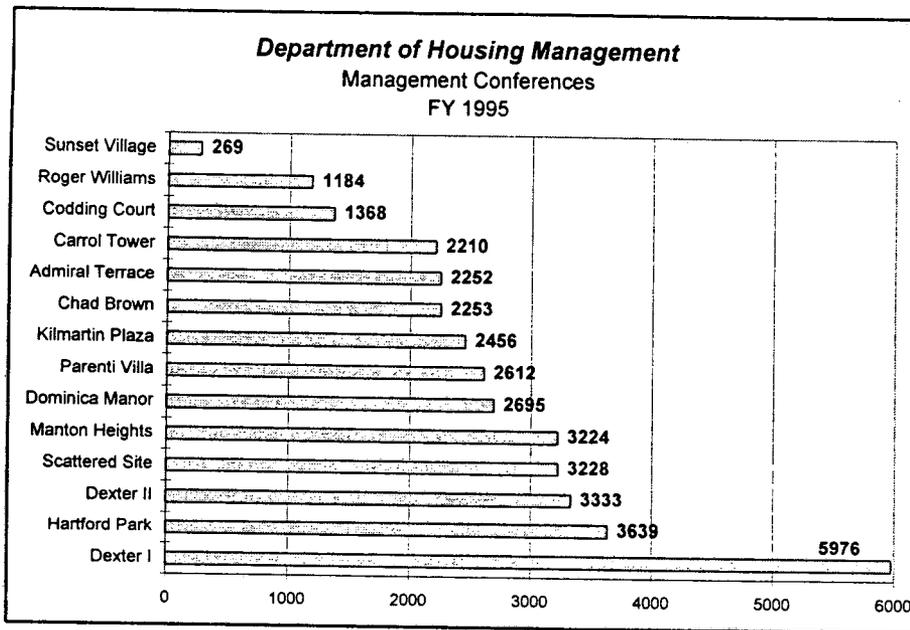
The most serious stage of eviction is an actual physical eviction from PHA property. The PHA staff makes every effort to prevent evictions through counseling, but if the resident fails to respond, the PHA will physically evict (remove the family's possessions from PHA property) after securing approval from the court. There were 43 physical evictions during FY 95 compared with 20 in FY 1994.

The evictee is responsible for paying the PHA's legal fees associated with the eviction. If the family makes timely payments, the PHA will release the family's personal belongings to them. If the family fails to pay, their belongings are auctioned off by a private contractor.

The manager forwards information on all families who are evicted to the Resident Selection Office. Applicants with a public housing eviction record are automatically denied admission.

**MANAGEMENT CONFERENCES**

Management Conferences are meetings between a site staff person and a tenant for any reason involving their residency. This includes meetings on rent collection or lease violations as well as informational meetings to explain PHA-sponsored activities.



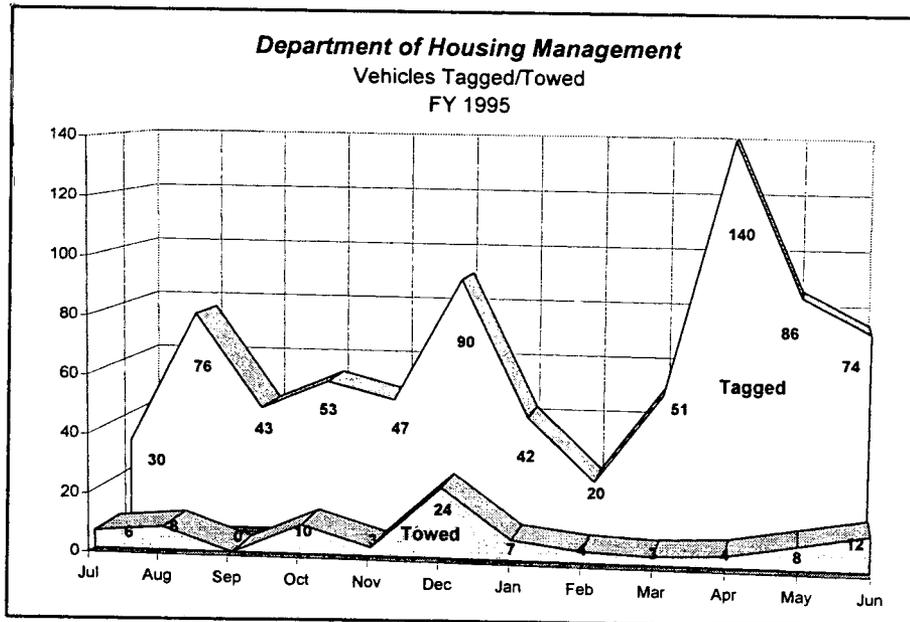
**Figure 19**  
Management Conferences FY 1995

The greatest number (5,976) of management conferences was conducted with Dexter manor tenants. Window replacement for modernization purposes caused distress among residents.

In FY 1995, the PHA development staff conducted 36,699 management conferences with our residents compared to 36,325 in FY 1994, a 1% increase. Rent collections and annual recertifications to verify income and family size accounted for the majority of management conferences.

**VEHICLES TAGGED/TOWED**

The Providence Housing Authority Vehicle Policy allows one parking space per elderly residents and two spaces for family residents. The PHA does not assign parking at any of its developments because it reduces available



**Figure 20**  
Vehicles Tagged/Towed FY 1995

While 752 vehicles were tagged for parking violating in FY 1995 by housing management staff, just 89 (12%) were towed from the premises.

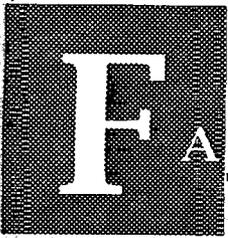
parking and would require increased management involvement to settle parking disputes. Visitors receive temporary permits to help control the flow of vehicles in the parking areas.

PHA police, working with management, are responsible for keeping unauthorized vehicles out of prohibited areas and preventing illegal parking. They are also responsible for prohibiting unregistered or abandoned vehicles from being on PHA property. During FY 1995, 752 vehicles were tagged (warnings issued) and 89 vehicles were physically removed from our property by tow vehicles. In FY 1994, 505 vehicles were tagged and 84 physically towed.

Department of

# Facilities Management

*Total Workorders*  
*Workorders By Development*  
*Workorders to Unit Ratio*  
*Workorders By Type*  
    Tenant Service Workorders  
    Planned Workorders as a Percent of  
    Total  
    Non-Unit Painting  
    Past Fiscal Years  
*Workorder Types By Development*  
*Workorder Completion Rate*  
*Unit Turnover*  
*Unit Turnover Rate*  
*Resident Charges*  
*Manpower Status*  
*Vehicle Inventory*



# FACILITIES MANAGEMENT

## INTRODUCTION

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

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

In Fiscal Year 1995, the Facilities Management Department focused intently on improving services vital to achieving its long-term goals. Better organization and a focus on improving efficiency while controlling costs have led to the gains evidenced in the following report.

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

## TOTAL WORK ORDERS

There were 52,820 work orders generated in FY 1995, an increase of 3,511 (7%) from the previous year. All but 2,359 work orders received in FY 1995 were closed by the year end - a 96% completion rate.

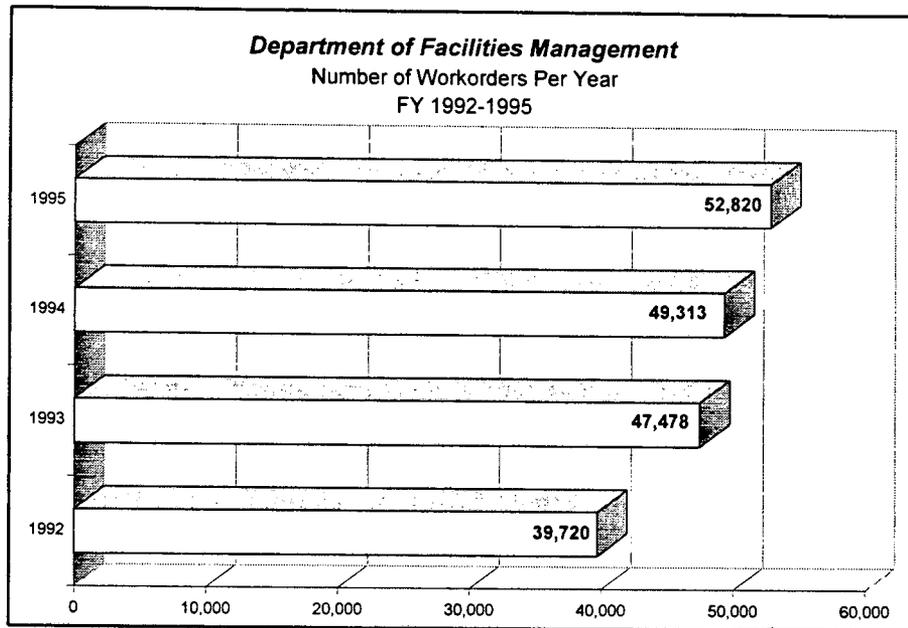
Figure 1-2

### Total Work Orders FY 1992-1995

The number of work orders has steadily increased since FY 1991 from 39,720 to 52,820. The institution of an authority-wide planned preventive maintenance program accounts for these increases.

WORK ORDERS FY 1992-1995		
FY	WORK ORDERS	PCT. CHANGE
1992	39,720	+14%
1993	47,478	+20
1994	49,313	+4%
1995	52,820	+7%

Source: Facilities Management Dept., Computerized Work Order System FY 1992-1995



Source: Facilities Management Dept., Computerized Work Order System FY 1992-1995

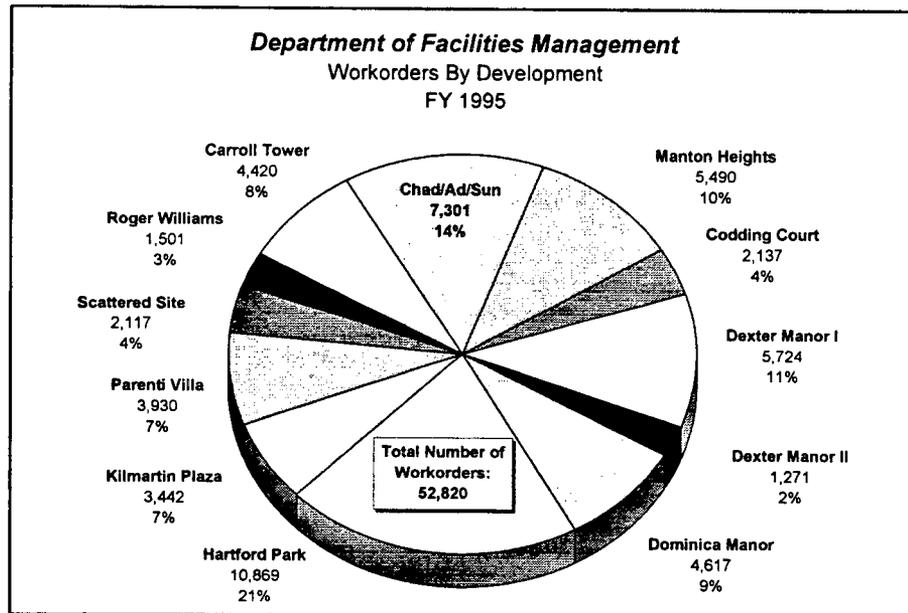
**WORK ORDERS BY DEVELOPMENT**

The Hartford Park housing development generated 10,869 work orders, more than any other development and 21% of the PHA total. This total includes work orders performed at Hartford Park that were not site-specific, such as vehicle maintenance, carpentry, and machinery.

**Figure 3  
Work Orders by  
Development  
FY 1995**

Hartford Park, the largest PHA development which consists of both family and elderly units, accounted for the largest percentage (21%) of work orders in FY 1995.

Chad Brown, Admiral Terrace, and Sunset Village, three developments combined because of their geographic proximity, account for the next largest percentage (14%).



<b>WORK ORDERS</b>			
<b>FY 1994-1995</b>			
<b>DEVELOPMENT</b>	<b>FY 1994</b>	<b>FY 1995</b>	<b>PCT. CHANGE</b>
Chad/Ad/Sun	6,838	7,301	+7%
Roger Williams	1,485	1,501	+1%
Codding Court	2,497	2,137	-14%
Hartford Park	9,834	10,869	+11%
Manton Heights	3,656	5,490	+50%
Dexter Manor I	5,464	5,724	+5%
Dominica Manor	5,044	4,617	-8%
Carroll Tower	4,311	4,420	+3%
Kilmartin Plaza	3,702	3,443	-7%
Parenti Villa	4,146	3,930	-5%
Dexter Manor II	1,073	1,271	18%
Scattered Sites	1,263	2,117	+68%
<b>TOTAL</b>	<b>49,313</b>	<b>52,820</b>	<b>+7%</b>

Source: Facilities Management Dept. Computerized Work Order System FY 1994-1995

**Figure 4**  
Change in Work Orders By Development FY 1994-1995

The completion of new scattered site and modernization of Manton Heights units increased the number of units at each development from the previous fiscal year. Likewise, Codding Court's available units decreased due to modernization. Consequently, the number of work orders there decreased.

The Chad Brown/Admiral Terrace/Sunset Village developments collectively produced the second highest number of work orders with 7,301 or 14% of the total. The PHA recorded the lowest number of work orders at the 91-unit Dexter Manor II site with 1,271 or 2% of the total.

**NUMBER OF WORK ORDERS TO UNIT RATIO**

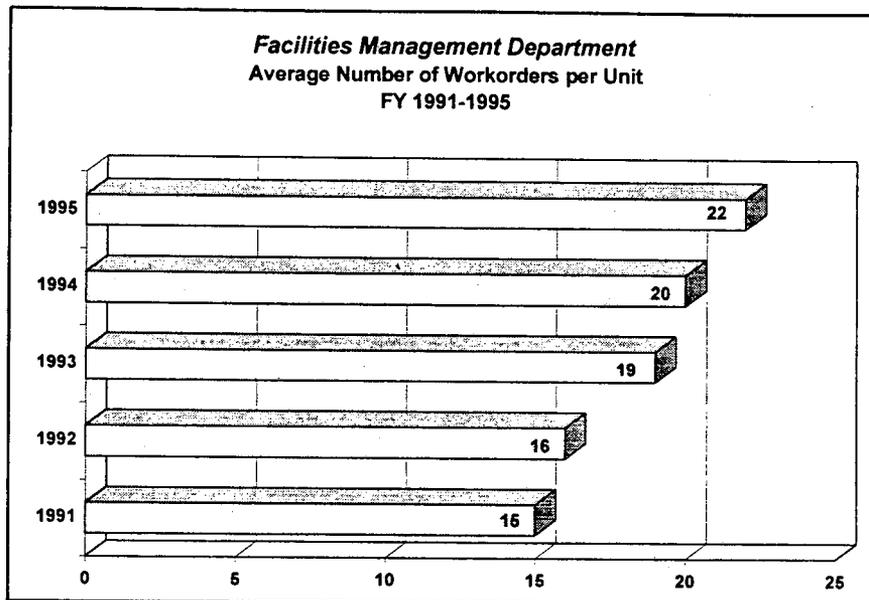
The ratio of the average number of work orders to PHA units in FY 1995 was 22:1. The family developments averaged 21 work orders for every unit and the elderly developments averaged 22. Roger Williams, the smallest development, had the highest ratio (38:1). Hartford Park also had a higher ratio than the family developments overall (25:1). Kilmartin Plaza (32:1) had the highest ratio among the elderly/disabled developments. Dexter Manor I (29:1), Dominica Manor (23:1), and Carroll Tower (23:1) all had ratios higher than the elderly/disabled developments overall.

<b>NUMBER OF WORK ORDERS TO UNIT RATIO</b>			
<b>FY 1995</b>			
<b>DEVELOPMENT</b>	<b>NO. W/O</b>	<b>NO. UNITS</b>	<b>RATIO</b>
Chad/Ad/Sun	7,301	375	19:1
Roger Williams	1,501	40	38:1
Codding Court	2,137	119	18:1
Hartford Park	10,869	436	25:1
Manton Heights	5,490	330	17:1
Dexter Manor I	5,724	200	29:1
Dominica Manor	4,617	204	23:1
Carroll Tower	4,420	194	23:1
Kilmartin Plaza	3,443	106	32:1
Parenti Villa	3,930	194	20:1
Dexter Manor II	1,271	91	14:1
Scattered Site	2,117	161	13:1
<b>TOTAL</b>	<b>52,820</b>	<b>2,450</b>	<b>22:1</b>

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

**Figures 5-6**  
Number of Work Orders per Unit FY 1991-1995

The average number of work orders per unit increased from 15 in FY 1991 to 22 in FY 1995. The institution of a planned/preventive maintenance program increase is responsible for the steady climb.



**WORK ORDER BY TYPE OF ACTIVITY**

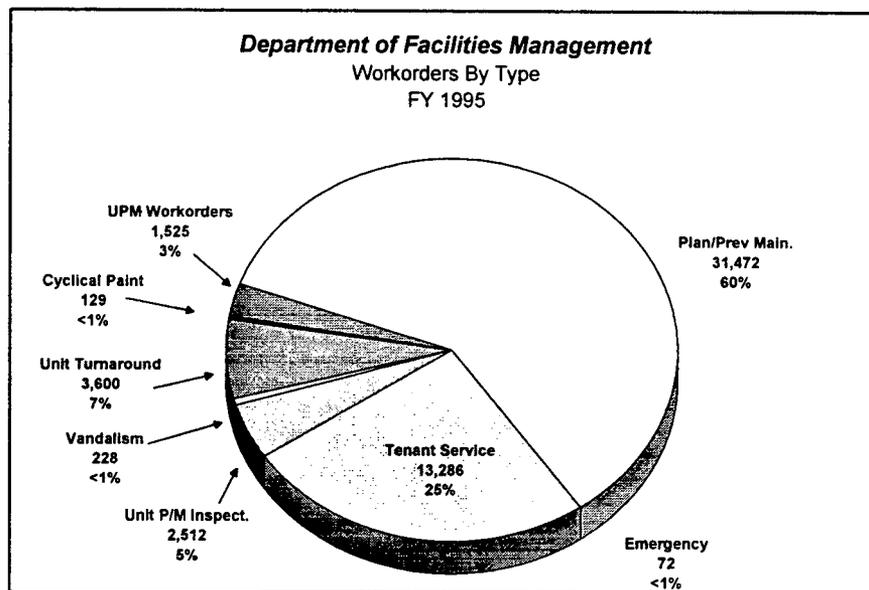
The Facilities Management Department tracks eight types of work orders: 1) emergency, 2) tenant service, 3) unit turnaround, 4) planned/preventive maintenance, 5) vandalism, 6) unit preventive maintenance inspections, 7) unit preventive maintenance work orders, and 8) cyclical painting.

Several categories of work order are used for Public Housing Management Assessment Program (PHMAP) monitoring. The department also has the ability to classify the work orders by nature of work, for example electrical, plumbing, and carpentry. See the accompanying charts for a detailed classification of PHA work orders.

**Figure 7**

**Work Orders by Type  
FY 1995**

The vast majority of work orders (60%) are planned/preventive maintenance. Tenant Service Work Orders comprise an additional 25% of all work orders.



**EMERGENCY WORK ORDERS**

The department recorded 72 emergency work orders in FY 1995, a 31% decrease from the previous year. Emergency work orders consist of electrical outages, serious plumbing problems, or any situations that endanger the health and safety of the resident. Facilities management personnel respond to and contain all emergency work orders on the same day. These work orders comprise less than 1% of all work orders.

**RESIDENT SERVICE WORK ORDERS**

Facilities Management recorded 13,286 resident service (resident requested) work orders in FY 1995, an increase of 846 (7%) work orders from the previous year. Response time to tenant service work orders averaged slightly over one day, considerably less than the industry three-day standard. Tenant service work orders comprised 25% of all work produced in FY 1995. The number of tenant service work orders has increased over the past four years as residents occupy newly constructed scattered site or renovated units.

<b>TENANT SERVICE WORK ORDERS</b>		
<b>FY 1992-1995</b>		
<b>FISCAL YEAR</b>	<b>NO. T/S WORK ORDERS</b>	<b>PCT. OF TOTAL W/O</b>
<b>1995</b>	13,286	25%
<b>1994</b>	12,440	25%
<b>1993</b>	11,339	24%
<b>1992</b>	10,271	26%

Source: Facilities Management Dept., Computerized Work Order System FY 1992-1995

**UNIT TURNAROUND WORK ORDERS**

Facilities Management staff executed 3,600 unit turnaround work orders, an increase of 943 or 35%. This increase is primarily attributed to modernization units coming back on line. There were 495 dwelling units "turned-around" in FY 1995. This means that 495 units of varying bedroom size were repaired, cleaned, painted, and prepared by the Facilities Management Department for leasing. This is an increase of 94 units (23%) from the previous fiscal year.

**PREVENTIVE MAINTENANCE WORK ORDERS  
(PLANNED AND SCHEDULED)**

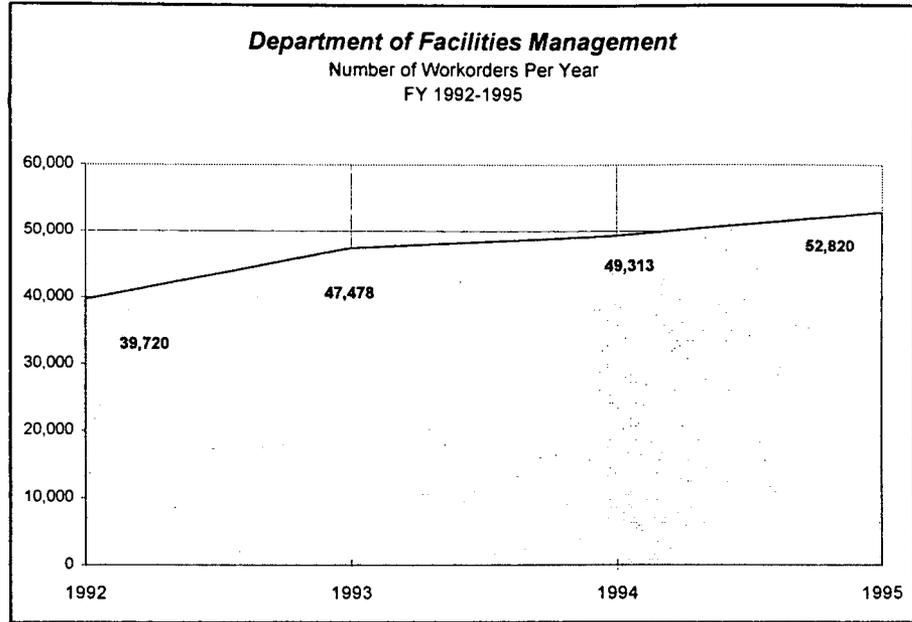
Preventive work orders include activities like lawn mowing, hedge trimming, lobby cleaning, litter pickup, and regular vehicle maintenance. There were 31,472 planned/preventive maintenance work orders in FY 1995, an increase of 275 (1%) work orders from FY 1994. Preventive maintenance comprises 60% of all work orders at the PHA.

**Figure 8**  
**Tenant Service Work Orders**  
**FY 1992-1995**

The number of tenant service work orders has increased over the past four years, though the proportion has remained steady. Tenant service work orders have increased 29% since FY 1991, but have comprised roughly 25% of total work orders in all years.

**Figure 9**  
**Planned Work Orders as**  
**Percent of Total**  
**FY 1991-1995**

In all years, planned work orders comprised the majority of all work orders. The percentage dropped slightly from 63% in 1994 to 60% in 1995.



**VANDALISM WORK ORDERS**

In FY 1995, the PHA performed 228 vandalism work orders, an increase of 45 or 25% from the previous fiscal year's 183. Vandalism work orders primarily consist of graffiti removal and repair of damaged or destroyed exterior and hallway lights. Vandalism work orders comprise less than 1% of all work orders.

**UNIT PREVENTIVE MAINTENANCE INSPECTIONS**

This work order category was created in FY 1992 to help determine Public Housing Management Assessment Program (PHMAP) scores. To attain a high rating under PHMAP, a housing authority must inspect all its units annually. The unit preventive maintenance program consists of a 24-item inspection of the resident units which identifies and corrects actual or potential problems. There were 2,512 unit preventive maintenance inspection work orders in FY 1995. This reflects an increase of 411 work orders or 20%. Unit preventive maintenance inspections comprised 5% of the total number of maintenance work orders.

**UNIT PREVENTIVE MAINTENANCE WORK ORDERS**

This type of work order tracks the number of work orders that are generated during the unit preventive maintenance inspection. Any problem identified during the unit preventive maintenance inspection that cannot be remedied by the inspection team immediately results in a work order. In FY 1995, 1,525 work orders were generated as a result of the unit inspections. This is a 1,061 increase (229%) from FY 1994's total of 464 work orders. Unit preventive maintenance work orders made up only 3% of the total number of work orders recorded in 1995.

**CYCLICAL PAINT WORK ORDERS**

Before each unit can be occupied by a new tenant, or "turned over," it must be painted. Facilities Management painted 495 units for unit turn-around, resulting in a total of 20% (495 units) of total PHA housing stock painted during FY 1995.

**NON-UNIT PAINTING**

In addition to unit turnover painting, Facilities Management staff completed 1,269.5 hours of painting or wall covering of community space such as hallways, community rooms, laundry rooms, public rest rooms, and stairwells. Staff also painted other common areas such as benches, foundations, and areas marred by graffiti. For greater detail see the manpower utilization schedule for non-unit painting.

<b>MANPOWER UTILIZATION SCHEDULE</b>		
<b>NON-UNIT PAINTING</b>		
<b>FY 1995</b>		
<b>DEVELOPMENT</b>	<b>NO. HOURS</b>	<b>PCT. OF TOTAL</b>
Chad/Ad/Sun	245	19%
Roger Williams	50	4%
Codding Court	28	2%
Hartford Park	161.75	13%
Manton Heights	149	12%
Dexter Manor I & II	74.5	6%
Dominica Manor	97.5	8%
Kilmartin Plaza	151	12%
Carroll Tower	82	6%
Parenti Villa	44	3%
Scattered Site	186.75	15%
<b>TOTAL</b>	<b>1269.5</b>	<b>100%</b>

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

**Figure 10**  
**Non-Unit Painting**  
**FY 1995**  
 The greatest percent (19%) of non-unit painting occurred at the combined Chad Brown/Admiral terrace/Sunset Village developments and second largest (15%) in scattered site units, the units with the greatest amount non-bedroom surface area.

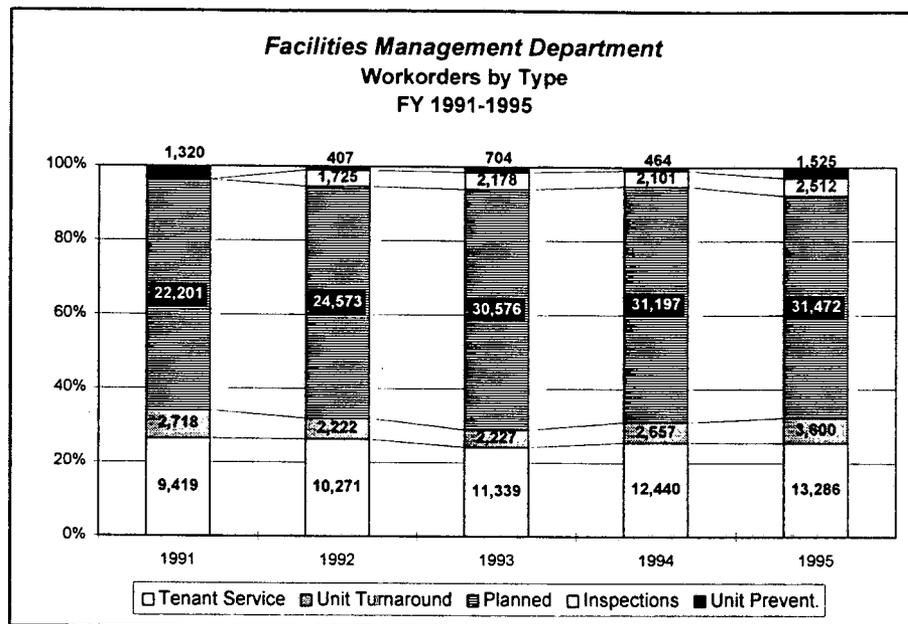
**PAST FISCAL YEARS**

Over the past five fiscal years, the distribution of types of work order have remained relatively constant. While the total number of work orders has steadily increased, the percentages have remained constant. On average, emergency, vandalism, unit preventive work orders and cyclical paint work orders each account for 1% or less of the total work orders performed by the department. Planned/preventive maintenance routinely comprises the majority (~60%) of the total. Tenant service work orders usually account for one quarter of the whole. The following table and chart illustrate the constancy over time.

**Figures 11-12**

**Work Orders By Type  
FY 1991-1995**

While the total number of work orders has steadily increased over the past five years, the proportions of each type of work order have remained relatively constant. Planned work orders comprise the largest proportion, followed by tenant service, unit turnaround, and inspections.



Source: Facilities Management Dept., Computerized Work Order System FY 1992-1995

TYPES OF WORK ORDER FY 1992-1995								
WORK ORDER TYPE	FY 1992		FY 1993		FY 1994		FY 1995	
	NO.	PCT.	NO.	PCT.	NO.	PCT.	NO.	PCT.
Emergency	101	<1%	83	<1%	104	<1%	72	<1%
Resident Service	10,271	26%	11,339	24%	12,440	25%	13,286	25%
Unit Turnaround	2,222	6%	2,227	5%	2,657	5%	3,600	7%
Planned/Preventive	24,573	62%	30,576	64%	31,197	63%	31,472	60%
Vandalism	221	<1%	161	<1%	183	<1%	228	<1%
Unit P/M Inspection	1,725	4%	2,178	5%	2,101	4%	2,512	5%
Unit P/M Work Orders	407	1%	704	1%	464	1%	1,525	3%
Cyclical Paint	200	<1%	210	<1%	167	<1%	129	<1%
<b>TOTAL</b>	<b>39,720</b>		<b>47,478</b>		<b>49,313</b>		<b>52,820</b>	

**TYPE OF WORK ORDER BY DEVELOPMENT**

Overall, the family developments account for a little over half of the total work orders performed by the Providence Housing Authority. Almost all (95%) unit preventive maintenance work orders occur at family developments and the vast majority (~80%) of emergency and vandalism work orders also occur at the family developments. Just over half (52%) of preventive maintenance work orders occur at the elderly/disabled highrises. See the following table for figures.

<b>WORK ORDER TYPES BY DEVELOPMENT FY 1995</b>					
<b>Work Order Type</b>	<b>Family</b>		<b>Elderly/Disabled</b>		<b>Total</b>
	<b>NO.</b>	<b>PCT.</b>	<b>NO.</b>	<b>PCT.</b>	
<b>Emergency</b>	56	78%	16	22%	72
<b>Resident Service</b>	8,308	63%	4,964	37%	13,272
<b>Unit Turnaround</b>	2,190	60%	1,434	40%	3,624
<b>Planned/Preventive</b>	15,093	48%	16,418	52%	31,511
<b>Vandalism</b>	183	81%	43	19%	226
<b>Unit P/M Inspection</b>	1,455	59%	1,020	41%	2,475
<b>Unit P/M Work Order</b>	1,439	95%	72	5%	1,511
<b>Cyclical Paint</b>	80	62%	49	38%	129
<b>TOTAL</b>	<b>28,804</b>	<b>55%</b>	<b>24,016</b>	<b>45%</b>	<b>52,820</b>

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

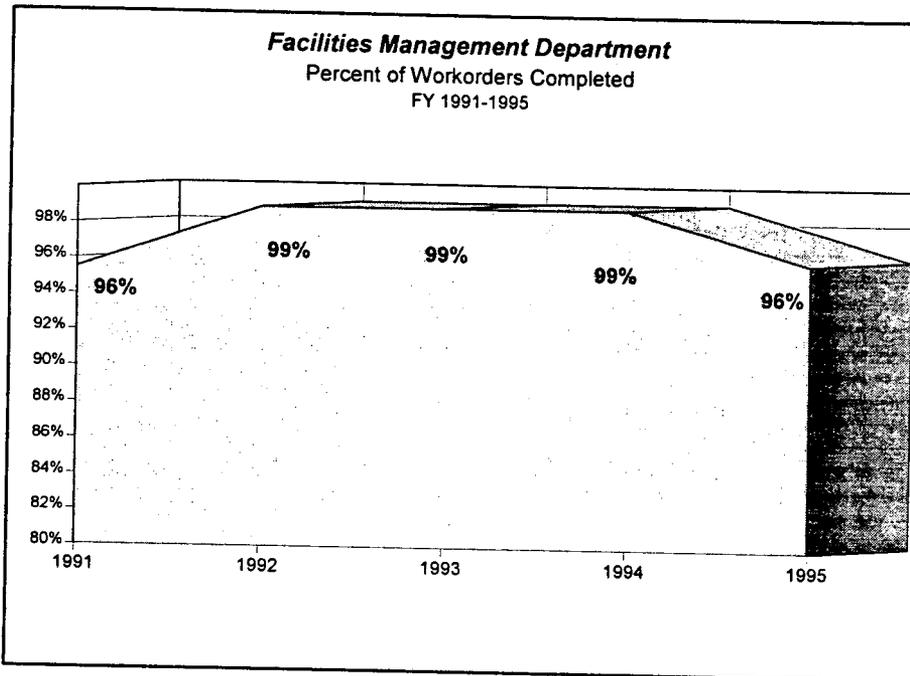
**Figure 13-14**  
**Types of Work Orders**  
**By Development**  
**FY 1995**  
The vast majority (78%) of emergency, vandalism (81%), and unit preventive maintenance (95%) work orders occur at family developments. Overall, family developments account for 55% of all work orders.

WORK ORDER STATUS BY TYPE AND DEVELOPMENT FY 1995										
DEVELOPMENT	Emergency	Resident Service	Unit Turnaround	Planned Maintenance	Vandalism	Unit P/M Inspection	Unit P/M W/O	Cyclical Paint	TOTAL	PCT.
Admiral Terrace	9	1,198	267	757	4	128	104	6	2,473	5%
Chad Brown	9	1,571	556	1,724	23	215	112	7	4,217	8%
Roger Williams	1	452	58	940	4	39	3	4	1,501	3%
Codding Court	7	328	82	1,656	5	54	0	5	2,137	21%
Hartford Park	14	2,472	513	7,202	60	297	296	15	10,869	21%
Manton Heights	7	1,355	428	2,586	59	486	532	37	5,490	10%
Scattered Sites	9	932	286	228	28	236	392	6	2,117	4%
<b>SUBTOTAL</b>	<b>56</b>	<b>8,308</b>	<b>2,190</b>	<b>15,093</b>	<b>183</b>	<b>1,455</b>	<b>1,439</b>	<b>80</b>	<b>28,804</b>	<b>55%</b>
<b>PERCENT</b>	<b>78%</b>	<b>63%</b>	<b>60%</b>	<b>48%</b>	<b>81%</b>	<b>59%</b>	<b>95%</b>	<b>62%</b>		
Sunset Village	1	143	69	354	1	24	18	1	611	1%
Dexter Manor I	1	1,070	381	4,021	15	209	10	17	5,724	11%
Dexter Manor II	0	404	138	604	0	115	6	4	1,271	2%
Dominica Manor	2	1,040	295	3,093	8	165	7	7	4,617	9%
Carroll Tower	5	874	192	3,135	5	193	6	10	4,420	8%
Kilmartin Plaza	2	506	155	2,649	5	108	11	7	3,443	7%
Parenti Villa	5	927	204	2,562	9	206	14	3	3,930	7%
<b>SUBTOTAL</b>	<b>16</b>	<b>4,964</b>	<b>1,434</b>	<b>16,418</b>	<b>43</b>	<b>1,020</b>	<b>72</b>	<b>49</b>	<b>24,016</b>	<b>45%</b>
<b>PERCENT</b>	<b>22%</b>	<b>37%</b>	<b>40%</b>	<b>52%</b>	<b>19%</b>	<b>41%</b>	<b>5%</b>	<b>38%</b>		
<b>GRAND TOTAL</b>	<b>72</b>	<b>13,272</b>	<b>3,624</b>	<b>31,511</b>	<b>226</b>	<b>2,475</b>	<b>1,511</b>	<b>129</b>	<b>52,820</b>	
<b>PERCENT</b>	<b>&lt; 1%</b>	<b>25%</b>	<b>7%</b>	<b>60%</b>	<b>&lt; 1%</b>	<b>5%</b>	<b>3%</b>	<b>&lt; 1%</b>	<b>100%</b>	

Source: Monthly Management Reports and Computerized Work Order System (July 1, 1994 - June 30, 1995)

**WORK ORDER COMPLETION RATE**

The work order completion rate status report table indicates the department's success in completing work orders received during FY 1995. As the table shows, 96% of all work orders received during FY 1995 were completed by the close of the fiscal year. All emergency work orders were completed as were 96% of all Tenant Service requests. Only 2,359 work orders (4%) were carried over to the following fiscal year.



**Figures 15-16  
Percent of Work Orders  
Completed  
FY 1995**

The Facilities Management Department consistently completes a very high percentage of work orders within the fiscal year. In FY 1995, the percentage dropped from 99% to 96% complete. An increase in the planned and resident service work orders carried over to the next fiscal year account for the jump.

CATEGORY	WORK ORDER COMPLETION				
	PREVIOUS BALANCE	NEW REQUESTS	TOTAL	CLOSED THIS YEAR	BALANCE
Emergency	0	72	72	72	0
Resident Service	252	13,034	13,286	12,773	513
Unit Turnaround	204	3,396	3,600	3,216	417
Planned/Preventive	528	30,944	31,472	30,423	1,031
Vandalism	7	221	228	214	14
Unit P/M Inspection	212	2,300	2,512	2,265	247
Unit P/M W/O's	75	1,450	1,525	1,429	96
Cyclical Paint	16	113	129	88	41
<b>TOTAL</b>	<b>1,294</b>	<b>51,530</b>	<b>52,820</b>	<b>50,480</b>	<b>2,359</b>
<b>PERCENT</b>	<b>2%</b>	<b>98%</b>	<b>100%</b>	<b>96%</b>	<b>4%</b>

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

DEVELOPMENT	UNIT TURNOVER FY 1995					TOTAL	PERCENT	
	0-BR	1-BR	2-BR	3-BR	4-BR			5-BR
Admiral Terrace	0	1	11	15	2	0	29	6%
Chad Brown	0	1	26	27	4	0	58	12%
Roger Williams	0	3	2	2	0	0	7	1%
Coddling Court	0	4	2	0	1	0	7	1%
Hartford Park	0	32*	28	12	8	4	84	17%
Manton Heights	0	11	25	15	0	1	52	11%
Scattered Site	0	0	0	10	7	3	20	4%
Dexter Manor I	36	25	8	0	0	0	69	14%
Dexter Manor II	0	18	2	0	0	0	20	4%
Dominica Manor	34	18	0	0	0	0	52	11%
Carroll Tower	19	7	0	0	0	0	26	5%
Kilmartin Plaza	11	11	0	0	0	0	22	4%
Parenti Villa	29	7	2	0	0	0	38	8%
Sunset Village	0	9	2	0	0	0	11	2%
<b>TOTAL</b>	<b>129</b>	<b>147</b>	<b>108</b>	<b>81</b>	<b>22</b>	<b>8</b>	<b>495</b>	<b>100%</b>
<b>PERCENT</b>	<b>26%</b>	<b>30%</b>	<b>22%</b>	<b>16%</b>	<b>4%</b>	<b>2%</b>	<b>100%</b>	

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

\* Elderly/Disabled Units

**UNIT TURNOVER**

Just over half, (270, 55%) of all unit turnovers occurred at the elderly/disabled developments. The highest number of turnovers occurred at Dexter Manor I, where 14% (69) all turnovers occurred. There was also a high number of turnovers at Dominica Manor (52) and Parenti Villa (38). Hartford Park led the family developments in turnovers with 84 followed by Chad Brown (58) and Manton Heights (52). Efficiency (0-BR) and one-bedroom units comprised 56% of all turnovers; two and three bedroom units comprised 38%.

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

**UNIT TURNOVER RATE**

The highest rate (number of turnovers (divided by) total number of units) of turnovers took place at *Sunset Village*, an elderly/disabled development. Other elderly/disabled developments also had high turnover rates: 36% of units turned at *Kilmartin Plaza*, 35% at *Dexter Manor I*, and 25% at *Dominica Manor*. *Chad Brown* (29%) and *Admiral Terrace* (19%), two family developments, had combined turnover rates of 25%.

UNIT TURNOVER RATE FY 1995			
DEVELOPMENT	TOTAL UNITS	TURNOVER	RATE
Admiral Terrace	153	29	19%
Chad Brown	198	58	29%
Roger Williams	40	7	18%
Codding Court	119	7	6%
Hartford Park	540	84	16%
Manton Heights	330	52	16%
Scattered Sites	161	20	12%
Dexter Manor I	200	69	35%
Dexter Manor II	91	20	22%
Dominica Manor	204	52	25%
Parenti Villa	194	26	13%
Carroll Tower	194	22	11%
Kilmartin Plaza	106	38	36%
Sunset Village	24	11	46%
<b>TOTAL</b>	<b>2,554</b>	<b>495</b>	<b>19%</b>

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

**RESIDENT CHARGES**

If a resident creates damage other than normal wear to an apartment, the Facilities Management Department charges them for the repair costs. In FY 1995, over \$60,000 was charged to residents for repairs to their units. The following table breaks down the charges by development.

RESIDENT CHARGES FY 1995		
DEVELOPMENT	TOTAL	PCT. OF TOTAL
Chad/Ad/Sun	\$15,560.91	25%
Roger Williams	1,024.98	2%
Codding Court	673.15	1%
Hartford Park	13,013.27	21%
Manton Heights	9,281.06	15%
Dexter Manor I & II	5,583.91	9%
Dominica Manor	3,499.73	6%
Kilmartin Plaza	2,062.55	3%
Carroll Tower	2,348.26	4%
Parenti Villa	2,356.89	4%
Scattered Site	6,485.44	10%
<b>TOTAL</b>	<b>\$61,890.15</b>	<b>100%</b>

**Figure 17 (previous page)-18  
Unit Turnover Rate  
FY 1995**

Just under half (238, 48%) of all unit turnover occurred at the elderly/disabled developments. The highest rate of turnover occurred at *Sunset Village* (46%), *Kilmartin Plaza* (36%), *Dexter Manor I* (35%) and *Chad Brown* (29%). The high rate of turnover among the elderly/disabled is the higher death rate among elderly and the large supply of low-income elderly housing in Providence.

**Figure 18  
Resident Charges  
FY 1995**

Residents of *Chad Brown/Admiral Terrace/Sunset Village* were charged the greatest amount in fees during FY 1995. Fees accorded to *Chad/Ad/Sun* residents averaged \$41.50 per unit. Fees charged to scattered site residents comprised 10% of total charges as well as averaging the second highest fees/unit: \$40.28. *Hartford Park* residents accounted for 21% of all resident charges, though only average \$29.85 per unit.

**MANPOWER STATUS**

At the end of FY 1995, the Facilities Management Department has a number of lower skill-level maintenance jobs open, yet it employs more than the budgeted number of high-skill positions. The entry-level positions in Facilities Management, Laborer I and Laborer II are both staffed four positions under budget. But Laborer III, a third-year position, has four higher than its budgeted amount. Maintenance Aides, a higher skill position, is also staffed under budget. See the following table for exact figures.

**Figure 19**  
**Manpower Status**  
**FY 1995**  
 At the end of FY 1995, the Facilities Management Department has a number of lower-skill, entry-level positions open, though it employs more than the budgeted number of higher-skill positions.

<b>MANPOWER STATUS</b>			
<b>POSITION</b>	<b>FY 1995</b>		
	<b>ACTUAL</b>	<b>BUDGET</b>	<b>DIFFERENCE</b>
Director F/M	1	1	0
Electronic Mechanic	0	1	-1
Foremen/Grounds & Bldg.	4	3	+1
Foremen/Heating & Boilers	1	1	0
Foremen/Mechanics & Aides	1	1	0
Operations Planner	1	2	-1
Control Clerk	2	2	0
Dispatchers	5	5	0
Laborer III	19	15	+4
Laborer II	5	9	-4
Laborer I	3	7	-4
Aides	8	14	-6
Mechanics	12	10	+2
Plasters	1	1	0
Electrician	1	1	0
Assistant Electrician	0	1	-1
Truck Driver	1	1	0
Foreman/Carpenters	vacant	1	-1
Carpenters	5	5	0
Foreman/Painters	1	1	0
Painters	5	7	-2
<b>TOTAL:</b>	<b>77</b>	<b>90</b>	<b>-13</b>

**VEHICLE INVENTORY**

The following table is a list of all vehicles owned by the PHA and their operating condition as of July 1, 1995.

PROVIDENCE HOUSING AUTHORITY  
 VEHICLE INVENTORY  
 JULY 1, 1995

YEAR	MAKE/MODEL	VIN NUMBER	MILEAGE	CONDITION	CURRENT USE
1995	GMC Van	1GTEG2527SF507451	3,417	Good	F/M M. Williams
1995	GMC PK	1GTCS19Z6SK508124	4,100	Good	F/M D. Paquette
1994	Dodge Van	2B5WB35Y4RK120747	19,621	Good	Comm. Services
1994	GMC Jimmy	1GKDT13W6R2526914	6,760	Good	F/M R. Deissler
1994	GMC Astro Van	1GTDM19ZBRB502768	4,026	Good	F/M J. Souza, Jr.
1994	GMC Sonoma PK	1GTCT1424RK501087	10,200	Good	F/M Cuomo/McCabe
1993	GMC Sonoma PK	1GTC14Z1P8512350	59,205	Good	F/M Roving
1993	GMC Sonoma PK	1GTC14Z1P8512400	12,110	Good	F/M C. Mitchell
1993	GMC Sonoma PK	1GTC14Z7P8512188	12,350	Good	F/M L. Deal
1993	GMC Sierra CB	1GDJK34N9PE521037	3,560	Good	F/M L. Deal
1991	Ford Ranger	1FTCR11X0MUD24844	25,202	Good	F/M L. Deal
1991	Ford Ranger	1FTCR11X2MUD24845	23,610	Good	F/M M. Lamantia
1991	Ford Explorer	1FMDU34X2MUD27072	35,700	Good	H/M M. Hazard
1991	BMW Van	2B5WB35Z7MK459133	61,745	Good	Comm. Services
1989	Dodge Van	2B4FK45K3KR224018	73,315	Good	Comm. Services
1988	Chev PK	1GCCT19R4J2180565	26,580	Good	F/M Carpenters
1988	Chev PK	1GCCT19ROJ2180565	28,710	Good	F/M Exterminators
1988	Chev PK	1GCCT14R1J2190291	62,200	Good	F/M Manton Hts.
1988	Ford Cargo Van	1FTFE24Y7JHB21070	101,340	Good	F/M Heating
1988	Chev Van	1GCEG25Z0J7137968	43,910	Good	F/M Painting
1988	Chev V10 YT	1GNEV18K7JF149370	58,100	Good	F/M Heating
1988	Chev C30 PK	1GCGC34KXJE178469	59,200	Good	F/M
1988	Ford Van (white)	1FTJE33H2JHA32684	52,800	Good	F/M Electrician
1984	Chev CC 5 Ton	1GBG6D1A1EV117144	30,100	Good	F/M
1983	Dodge D15 PK	1B7GD14H5D54400010	82,250	Fair	F/M Plasterer
1983	Ford F35 Trk	2FJF37L1DCA40506	51,360	Fair	F/M

Department of

# Modernization & Development

*Modernization Projects*

Hartford Park Funding  
Manton Heights Funding  
Coddington Court  
Other Modernization Funding

*Conventional Development*

Hartford Park

*Scattered Site Development*

*Development Funds and Units  
Completed*

# M

# ODERNIZATION AND DEVELOPMENT

## *INTRODUCTION*

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

Budgets administered by this department since its inception total over \$137 million; more than \$92 million in modernization funds and over \$45 million in development projects. Current active budgets total over \$53 million; \$36.5 million in mod funds and \$17.2 million in development projects. This year, modernization continued to be funded under the Comprehensive Grant Program (CGP) receiving \$5.3 million for its fourth year of funding. However, because of the current budget crisis in Washington it is expected that as much as 30% of this money could be rescinded. Indications are that the Comprehensive Grant Program will also be restructured, perhaps into a Block Grant, as early as next year.

---

## *MODERNIZATION PROJECTS*

---

### *HARTFORD PARK*

The construction of Hartford Park and the Hartford Park Extension was completed in 1954. The development consisted of 55 buildings; four high-rise, nine four-story concrete and 42 two-story wood buildings containing 748 units. A modernization program to upgrade the site and dwelling units was instituted in 1988 with the signing of an architectural/engineering contract with the Robinson-Green-Beretta Corporation.

The site was divided into three construction phases. The Phase I area included the rehabilitation of one high-rise building of 120 one-bedroom units, nine four-story walk-up concrete buildings and 20 two-story row wood buildings as well as the demolition of three high rise buildings containing 240 units. Phase II consisted of the modernization of 17 two-story row wood buildings and Phase III, which has just commenced, contains 15 two-story wood flats (see site map). The resulting breakdown of units, handicapped, wheelchair-accessible and standard for all three Phases is listed below.

**HARTFORD PARK UNIT BREAKDOWN - STANDARD & HANDICAPPED**

	<b>PHASE I</b>	<b>PHASE II</b>	<b>PHASE III</b>	<b>NEW CONST.</b>	<b>TOTAL</b>
1-BR ST/HC	120/0	0/0	0/0	0/0	120/0
2-BR ST/HC	108/0	0/0	84/0	0/0	192/0
3-BR ST/HC	42/0	54/0	0/0	0/8	96/8
4-BR ST/HC	24/0	24/0	0/0	6/0	54/0
5-BR ST/HC	0/0	20/0	0/0	13/0	33/0
6-BR ST/HC	0/0	0/0	0/0	4/0	4/0
7-BR ST/HC	0/0	0/0	0/0	1/0	1/0
<b>TOTAL ST/HC</b>	<b>294/0</b>	<b>98/0</b>	<b>84/0</b>	<b>24/8</b>	<b>500/8</b>

The first stage of Modernization at Hartford Park began with the removal of asbestos from, and subsequent demolition of, three of the four high-rise buildings. Work was substantially completed in 1990 with the exception of the removal of the demolition debris from the building at 22 Whelan Road. During the demolition process, asbestos was discovered in a skim coat of plaster, and numerous attempts to negotiate for removal of the asbestos-tainted debris failed. Removal of the debris was then publicly bid and all material was removed from the site and disposed of at a landfill in Connecticut.

**Phase I of  
Hartford Park  
modernization  
was completed  
in 1993**

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

Modernization site work included the installation of a new electrical distribution system; new paving and curbing of Bodell Avenue; construction of additional parking areas and dumpster locations and construction of new play areas. On the building exteriors, siding and trim containing lead based paint were removed and replaced with new materials; new masonry block partitions were constructed at the ends of the buildings to upgrade access to basements.

Within dwelling units, electrical, plumbing and heating systems were upgraded along with remodeling of kitchens and baths. New solid wood cabinets, formed laminate counter tops, plumbing fixtures and new appliances were installed in kitchens, and all baths received new fixtures and accessories including ceramic tile walls around tubs. Also, new finishes such as vinyl flooring and painting were provided.

Prior to the start of comprehensive work in Phase II, new pitched roofs, gutters and downspouts were installed on all buildings as part of a change

order for this work on Phase I. Also, with limited funds available at the time, asbestos was removed from piping in basements/crawlspace and re-insulated. In addition, new heating controls were installed in all buildings.

Upon completion of Phase I, the Authority was unable to directly proceed into Phase II as additional funds were needed to complete renovations to the level of Phase I. Additional funds were requested in June of 1991 through the HUD Regional Office and the PHA received approval in 1993 for \$6,000,000 in Amendment money. Upon receiving authorization, the Authority directed the architect and construction manager to proceed with the completion of design and bidding of all work for Phase II.

During FY 1994, all contracts for construction in Phase II were completed and the 98 units (54 three bedroom, 24 four bedroom and 20 five bedroom) were leased.

The Authority is proceeding with preparation of bid documents by our architect, Robinson Green & Beretta for the Phase III Barry Road area. The Authority has requested \$4,000,000 in amendment funding from HUD to complete this phase but, to date, no decision has been made by Washington. In the absence of additional funding, the Authority, using the balance of its budget authority, recently completed asbestos removal in the apartments and has solicited bids for lead paint abatement. Work previously completed on the Phase III buildings includes new roofs, gutters/downspouts, asbestos removal/re-insulation of basement piping, heating controls, and radon and lead based paint testing.

A contract was awarded for the reroofing of the maintenance garage at 275 Hartford Avenue. Work is expected to be completed by the fall. Modernization was also completed on the Administration Building at 300 Hartford Avenue which houses the management office as well as the Facility Management's carpentry and paint shops. Included was a new roof, new windows and entrance, handicapped rest room, new counter, refurbished electrical, plumbing and heating systems in the office portion of the building, a new maintenance rest room, interior and exterior finishes and landscaping.

#### **HARTFORD PARK BUDGETS**

As of FY 1995, the Modernization Department managed over \$33 million in funding for the modernization of Hartford Park. The total budget amount for this particular project was split between budgets 83-01-905, 87-01-912 and 89-01-020. At the end of FY 1995, 99% of the total funding had been spent on modernization with the balance expected to be expended in FY 1996 for work on Phase III, the Barry Road area.

---

**During FY  
1994, Phase II  
of Hartford  
Park  
modernization,  
including all  
construction  
and leasing,  
was  
completed.**

---

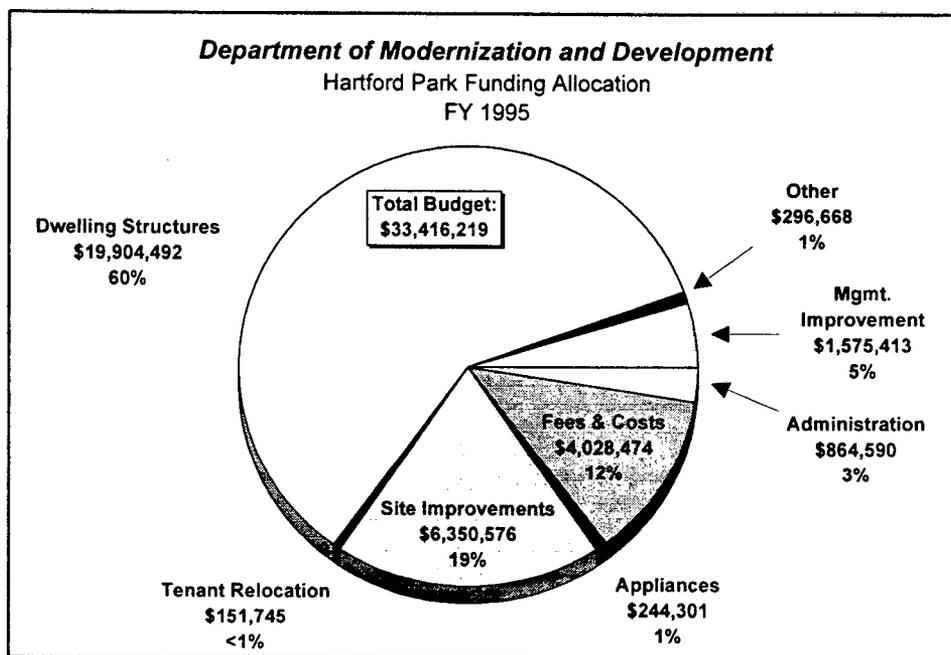
**HARTFORD PARK BUDGETS FY 1995**

<b>BUDGET</b>	<b>APPROVED</b>	<b>OBLIGATED</b>	<b>EXPENDED</b>
83-01-905	\$ 1,493,309	\$ 1,493,309	\$ 1,493,309
87-01-912	16,700,000	16,700,000	16,700,000
89-01-020	15,252,950	15,252,950	14,791,632
<b>TOTALS</b>	<b>\$ 33,446,259</b>	<b>\$ 33,446,259</b>	<b>\$ 32,984,941</b>

The chart below shows the allocation of funding for the Hartford Park modernization. Of the total \$33,446,259 expended on this project by the end of FY 1995, seventy-eight percent (78%) of the funding was utilized for site work and dwelling structures (building construction).

**Figure 1  
Hartford Park Funding Allocation**

Of the \$33 million allocated to Hartford Park modernization, 4/5 (79%) is allocated for physical improvements to the dwelling structures and sites. Almost all (99%) of the funds allocated to Hartford Park have been expended.



**MANTON HEIGHTS**

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

A new underground electrical distribution system was designed for the development as the first stage of the modernization program. With funding from a separate budget for emergency modernization, this system was designed for the development by the Narragansett Electric Company and installed by a private contractor in 1991.

The development was originally divided into three construction phases. The first phase contained five, three story brick buildings containing 120 units. However, to expedite completion of the development, two additional brick buildings were added, bringing the total to 168 units in Phase I. The remainder of the units in the development, 162, divided into Phase IV and II, were then designated as Phase II (see site map on following page).

In the Phase I area, the eight buildings were turned over to the Authority during the period of December 1992 through March 1993, and all units were leased. After the new electrical distribution system was installed, Narragansett Electric was directed, as a result of City Council Resolution, to complete the installation of new fiberglass street-lighting poles and fixtures in 1993.

Also included in site improvements were the construction of a new road/parking area between four of the buildings, re-paving and curbing of Salmon Street, creation of additional parking areas, construction of new handicap-accessible walkways, upgrading of internal site lighting, re-design of common spaces including new drying yards, tot lots and landscaped areas and construction of U.S. Post Office mandated group mail locations. Extensive sodding and tree planting was also completed during this phase.

In addition to increased site lighting, security at the development was enhanced by reconfiguration of building entrances which included intercoms, canopy lighting and a high security keying system. Within the buildings, new steel stair enclosures were constructed in common stairwells, and these stairwells also had glass block windows installed to improve lighting. Building roofs were reconstructed, and new penthouses and roof walks were provided as a second means of egress.

In the dwelling units, electrical and mechanical systems were brought up to code, and items such as energy efficient lighting, damage resistant radiation covers and heating controls were added. Kitchens were re-designed and included new solid wood cabinets, laminate counter tops and new appliances, and the bathrooms received new plumbing fixtures with ceramic tile walls in tub areas. Bi-fold doors were added to closet openings and clothes washer locations were provided in each unit. Also, new finishes such as painting, vinyl flooring and window shades were included.

Within Phase I, a total of 10 handicap units were constructed. The accessible units have been retrofitted to comply with all ADA (Americans With Disabilities Act) requirements, and the hearing/sight units received strobes and buzzers connected to the intercoms and smoke detectors to aid a hearing or sight impaired resident.

Prior to work beginning in the Phase II area, tenants were relocated back into modernized Phase I units. Construction contracts were awarded and all work was completed on Phase II by the summer of 1994, in the six brick and

---

**Site improvements at Manton Heights include: the construction of new roads and parking areas, construction of new handicap-accessible walkways, upgrading of internal site lighting, and new tot lots.**

---

---

**Phase II modernization of Manton Heights was completed in Summer 1994.**

---

seven wood buildings making up this phase. The site and buildings were renovated to the level of Phase I.

In Phase II, a total of nine handicap-accessible and three hearing/sight-impaired dwelling units were also provided. All handicap units are in the brick buildings. The development still contains 330 units; however, the total number of bedrooms in the development has been reduced due to the creation of the handicapped units. A breakdown of the total units, both standard and handicapped, for Phase I and Phase II is contained below.

**MANTON HEIGHTS UNIT BREAKDOWN -  
STANDARD & HANDICAPPED**

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

Narragansett Electric finished work on the balance of the exterior lighting in Phase II, and a project boundary fence was erected. A one year warranty walk-through for the landscaping work was completed, and plantings that did not survive the winter were replaced. Repair work was completed on sill flashing at the penthouse doors, and a contract was awarded to correct defective work on railings installed in Phase I. The Authority has gone to court to recover expenses associated with these repairs from the contractor who installed them. In the spring of this year, a contract was signed for architectural services for the renovation of the Administration building and work was begun on removal of asbestos containing floor tiles. Renovations of this building should be bid in the fall.

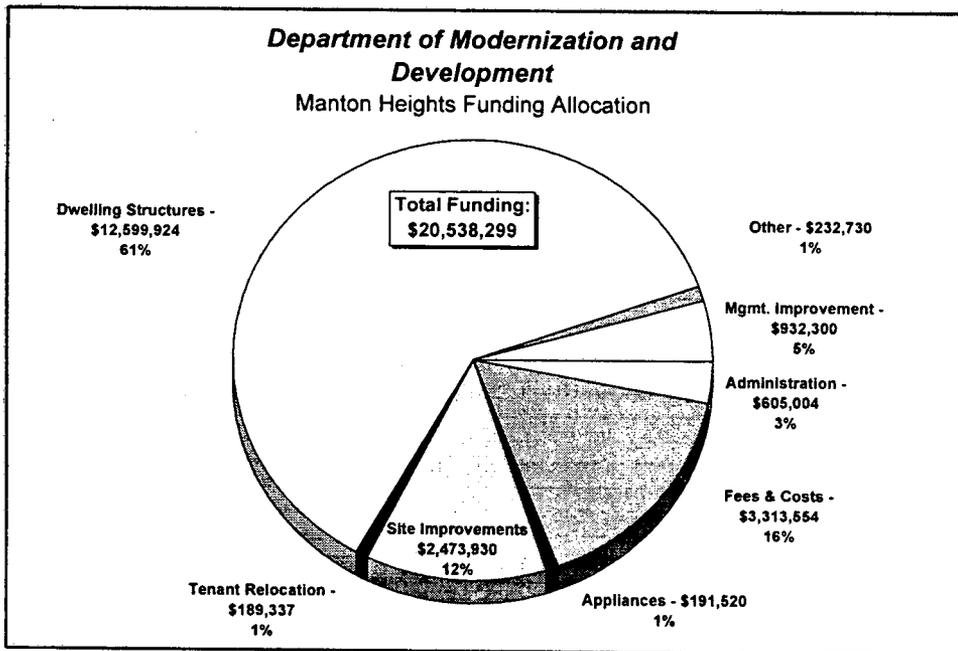
**MANTON HEIGHTS BUDGETS**

By the end of FY 1995, the Modernization Department had managed over \$20 million in funding for the modernization of Manton Heights. Since the beginning of the project in 1989, funds have been received from seven budgets. Budget 916 was closed out during the course of this fiscal year, and Budgets 701 and 702 should be closed out in FY 1996. To date, 99% of the available funding has been expended for the modernization of Manton Heights, and the balance of funding should be completed during FY 1996.

**MANTON HEIGHTS BUDGETS FY 1995**

<b>BUDGET</b>	<b>APPROVED</b>	<b>OBLIGATED</b>	<b>EXPENDED</b>
87-01-911	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000
88-01-913	8,345,950	8,345,950	8,345,950
89-01-914	2,080,000	2,080,000	2,080,000
90-01-915	120,000	120,000	120,000
91-01-916	7,250,000	7,250,000	7,250,000
0701	1,006,390	1,006,390	1,006,390
0702	13,000	13,000	13,000
0703	22,959	22,959	22,409
0704	200,000	0	0
<b>TOTAL</b>	<b>\$ 20,538,299</b>	<b>\$ 20,338,299</b>	<b>\$20,337,749</b>

The chart below shows the breakdown of the Manton Heights funding allocation. As with Hartford Park, the largest amount of funding expended on this project, sixty-one percent (61%) was utilized for dwelling structures.



**Figure 2**  
**Manton Heights Funding Allocation**

Almost 3/4 (73%) of the funding allocated to Manton Heights is ear-marked for structural improvements to the dwellings and site areas. By the end of FY 1995, 99% of the \$20 million appropriated for Manton Heights renovation has been expended.

**CODDING COURT**

Modernization of Coddington Court is planned in three phases. Phase I consists of the buildings located at 84/92 Lester Street and 134/136 Dodge Street, Phase II will consist of 66/74 Lester Street and 15/19 A Street and Phase III will consist of 140/142 Dodge Street and the existing play area.

**All physical improvements scheduled for Phase I of Coddington Court's modernization were completed in FY 1995.**

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

During FY 1994, a contract to design the modernization work at Coddington Court was awarded to the architectural firm of Daughn/Salisbury. Collins Building Co. was the low bidder for the modernization of Phase I, and an office trailer was installed between buildings 1 and 2. The Authority hired a field representative to represent the Housing Authority on site. During the Winter, in order to prepare the Phase I site for renovations, all residents of 84/92 Lester Street and 134/136 Dodge Street were relocated; lead paint testing was performed; asbestos and lead abatement was completed in units and stairwells; trees were pruned and stumps removed; a temporary construction fence was installed; unit ceilings were sandblasted; and exterior windows were stripped of all lead based paint.

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

Plans call for two additional buildings to be modernized in Phase II during the next year with the final building constituting Phase III, the year after that. Lead paint and asbestos-abatement work for Phase II will be bid during July. However, the bid package for the building renovation work is on hold until the PHA can determine the extent of HUD budget cuts. This schedule may have to be revised due to the planned recession of current year Comprehensive Grant funding by Congress. Approximately \$3.2 million has been expended to date on this development, constructed in 1951, containing five buildings and 119 units.

***CODDINGTON COURT FUNDING:  
COMPREHENSIVE GRANT PROGRAM (CGP)***

In FY 1995, the Modernization Department applied for its fourth year of funding, Budget 704, under the Comprehensive Grant Program (CGP). The Comprehensive Grant Program was established by HUD to provide larger

PHAs with greater discretion in the planning and implementation of modernization activities. As part of the process, meetings were held with Presidents of the Tenants' Associations, managers, management aides and maintenance personnel to identify construction work items that need to be addressed during the next five years. After these meetings, a draft of the application was written and presented to the residents at an Authority-wide meeting. A Public Hearing was held and documents were reviewed by local government officials before submission to HUD.

In May of 1995, the PHA received approval of the plan in the amount of \$5,386,226. With this additional funding, the PHA was managing a total of \$17,383,258 in four CGP budgets at the end of FY 1995. However, due to proposed recissions, the FY 1995 allocation could be reduced by as much as 30%.

In addition to the work at Coddling Court, other major improvements made during FY 1995 under this program included the following:

#### ***HANDICAPPED ACCESSIBILITY MODIFICATIONS***

In FY 1994, Architect Robert Haig Associates performed a handicap accessibility study and designed HUD-required modifications for public spaces within the high-rise developments, including design of all housing authority common spaces for handicap accessibility including management space, as well as the design for the conversion of two dwelling units into one handicap accessible prototype unit at Carroll Tower.

#### ***PROTOTYPE/HANDICAP UNITS***

After the completion of the prototype unit at Carroll Tower, the drawings and specification for the creation of seven new handicap accessible units, three at Carroll Tower and four at Parenti Villa, were completed, and a contract for construction was awarded to Pezzuco Construction. Asbestos abatement was completed in January 1995, and construction began the first week of February. Work was completed in May, and the units were released to the Management Department for occupancy.

The architectural firm of Daughn/Salisbury was selected for the design of two handicapped-accessible prototype units each at Sister Dominica Manor and Kilmartin Plaza. Work is expected to commence during the fall.

#### ***HANDICAPPED RENOVATIONS***

Handicapped renovations for the common spaces at each of the developments was previously defined in the Housing Authority's "Survey of Accessibility Needs." Design work was completed for these renovations, and it was bid in FY 1994. The contract for the work was awarded to CAM Construction and included: installation of curb cuts; ramps to buildings and management offices; provision of additional handicapped parking spaces; handicapped signs; renovations to public bathrooms including accessible

toilets, grab bars and sinks; accessible water fountains and handicapped door hardware. Work was completed during FY 1995.

#### **WINDOW REPLACEMENT**

A contract was awarded to Lamborghini/Feibelman Architects for the design of replacement windows at Dexter Manor I and Dominica Manor. Bids for this work were received, and a contract was signed with AKW Systems in November. Work was begun in April and will be completed by the end of the summer of 1995.

#### **HEAT AND DOMESTIC HOT WATER SYSTEMS**

Bids were received on September 30 for the installation of gas-fired replacement heating boilers and a domestic hot water system at Dominica Manor, and a contract was awarded to Delta Mechanical Systems for this work. An additional contract was signed with SiteCon for the asbestos abatement of the abandoned boilers. After completion of the first two new boilers in February, the second old boiler was shut down, asbestos removed and the third new boiler was installed. All the boilers were operational by April.

Under the HUD Public and Indian Housing (PIH) Notice 93-9 titled "Incentives to Reduce the Cost of Utilities," the PHA applied to HUD for funding assistance to convert the existing electric domestic hot water systems at Carroll Tower and Parenti Villa to gas. After receiving HUD approval, the PHA contracted with the Providence Gas Company for the conversion. The Gas Company financed this work in the form of a \$209,000, eight year loan to the PHA. HUD pays the monthly amortized cost of this loan by increasing the monthly subsidy to the Authority in an amount equal to the loan payment. The work was completed this fiscal year, and a contract has been signed to make the same improvements at Kilmartin Plaza for the coming year. In essence, the cost of this improvement was received from HUD as a grant, instead of being paid for out of the modernization budget. This will result in substantial energy savings to the Authority. The Authority, using CGP funds, contracted with the Providence Gas Company to repipe the emergency generators located on the roof of each of these two buildings. They are now fueled by natural gas instead of propane.

#### **ELEVATOR REHABILITATION**

An invitation for bids was advertised for a complete overhaul to seven elevators at Dexter Manor I & II, Kilmartin Plaza, and Dominica Manor and a contract for more than \$600,000 was awarded to Delta Elevator. Work is scheduled in three phases with the first two elevators, one at Kilmartin and one at Dexter Manor II, scheduled for completion in early July. Work will continue throughout the year on the remaining five elevators.

---

**Conversion of  
the existing  
electric  
domestic hot  
water systems  
at Carroll Tower  
and Parenti  
Villa to gas was  
completed this  
fiscal year.  
This will result  
in substantial  
energy savings  
to the  
Authority.**

---

**COMMUNITY ROOM RENOVATIONS**

A contract was awarded to CAM Construction for the renovation of the community room at Dexter Manor I including the creation of a small clinic to service tenants in this development. Work was completed in December, and an open house was held to officially open the clinic.

**APPLIANCES**

A contract was signed with General Electric and Frigidaire for new ranges at Roger Williams. Ranges were received in December.

**ARCHITECTURAL & ENGINEERING WORK**

Four additional contracts were signed this year for various A & E work throughout the Authority including: Lamborghini/Feibelman - replacement of first floor windows and window walls at Carroll Tower and Parenti Villa; Mancino Associates - replacement of windows and exterior doors and repair of egress stair towers at Roger Williams; Bradford Associates - repair walks and stairs at Chad Brown/Admiral Terrace; and Daughn Salisbury - design of tot lot at Chad Brown/Admiral Terrace. Work on each of these projects should be completed in FY 1996.

**AUTHORITY-WIDE**

- Tree pruning was completed at all of the developments and tree removal is being bid for the coming year.
- New mailboxes were placed inside the high rise buildings at Dexter Manor I, Dominica Manor, Parenti Villa and Kilmartin Plaza.
- Thermostats at Parenti Villa and Carroll Tower were replaced and raised to a level where residents do not have to stoop to adjust the control.
- Two hundred original shower valves were removed and rebuilt at Dominica Manor.
- Additional exterior lighting fixtures were also added at all the elderly high-rises to improve security.

**COMPREHENSIVE GRANT PROGRAM BUDGETS**

<b>BUDGET</b>	<b>APPROVED</b>	<b>OBLIGATED</b>	<b>EXPENDED</b>
<b>CGP 701</b>	\$ 3,502,647	\$ 3,502,647	\$ 3,378,103
<b>CGP 702</b>	3,944,649	3,944,649	3,058,996
<b>CGP 703</b>	4,549,736	3,729,230	2,619,435
<b>CGP 704</b>	5,386,226	11,606	4,657
<b>TOTAL</b>	<b>\$17,383,258</b>	<b>\$ 11,188,132</b>	<b>\$ 9,061,190</b>

**Figure 3****CGP Budgets**

Over \$17 Million of CGP funds, which the authority has used for the modernization of Coddling Court and ADA modifications, have been approved for the PHA. Due to Congressional recissions, CGP 704 was cut from \$5,386,226 to \$4,384,972 - a reduction of \$1,001,254.

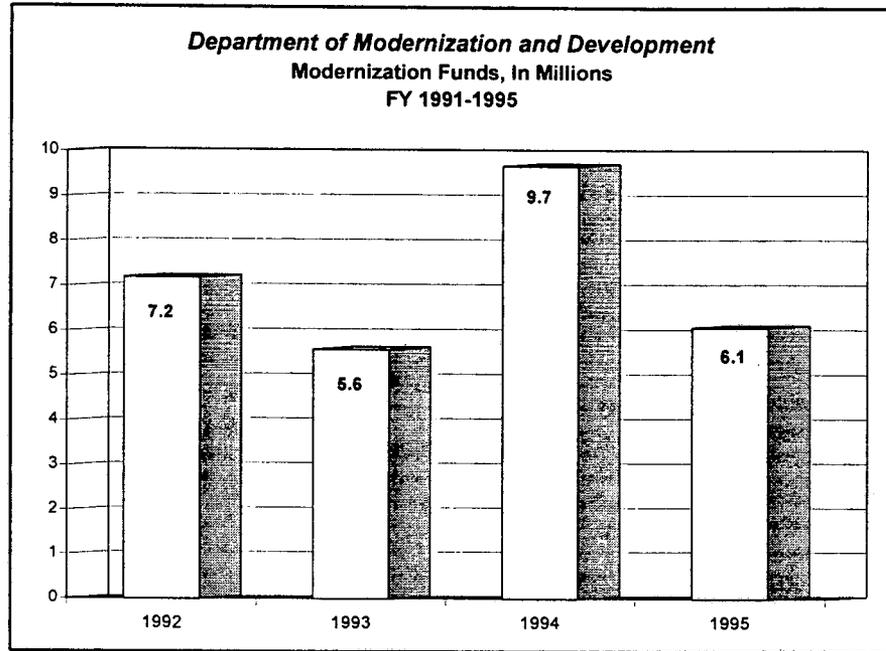
**MODERNIZATION FUNDING**

Over the past four years, HUD has continued to award the PHA with millions of dollars in Modernization funds. Chart C shows the total modernization funding spent in the past four fiscal years.

**Figure 4**

**Modernization Funding  
FY 1991-1995**

Since FY 1992, the PHA has outlaid close to \$29 million for modernization of its dwelling structures and sites. During FY 1994, when Hartford Park and Manton Heights were modernized concurrently, the Authority outlaid close to \$10 million.

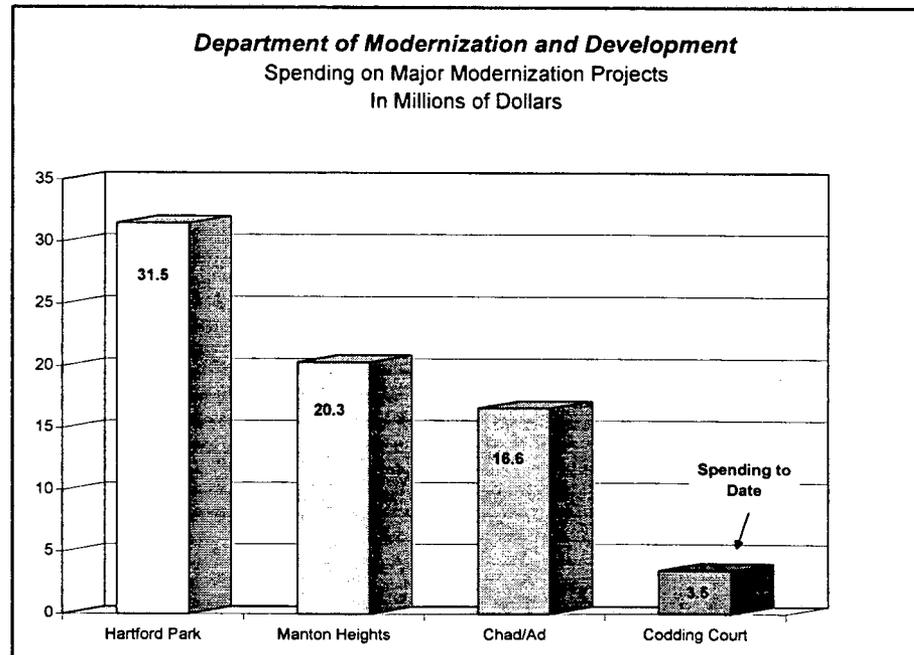


Four major modernization projects at Hartford Park, Manton Heights, Chad Brown/Admiral Terrace, and Codding Court have been the focus of the PHA's modernization efforts over the past five years. Chart D compares the funds spent on each project.

**Figure 5**

**Funding By Project**

The modernization of Hartford Park, which included the demolition of three highrise buildings totaling 240 units, has requires the greatest (\$31.5 M) amount of funds. Manton Heights, the second largest family development owned by the PHA, required \$20.3 million to complete. Codding Court spending to date, including the completion of Phase I, totals \$3.5 million



---

## **CONVENTIONAL DEVELOPMENT PROJECTS**

---

### **RI 1-19, (32 UNITS) HARTFORD PARK - NEW CONSTRUCTION**

In connection with the demolition of the 32 units in pending Phase III modernization of Hartford Park, the PHA has received HUD approval to construct 32 new replacement units. In September 1990, a contract was signed with the Robinson-Green-Beretta Corp. to design the five buildings to be constructed on the sites of the demolished high-rise buildings. A development grant in the amount of \$2,981,200 had previously been received from HUD, however, they would not allow the job to be advertised until the asbestos tainted debris was removed as the material was in the area of the two proposed buildings.

Following the removal of the debris in 1993 and approval of additional amendment funds from HUD of \$735,900, a contract was awarded to the H. V. Collins Company in the amount of \$3,144,000. The first building at 2 Whelan Road was substantially completed by the end of August, and all five buildings were complete and accepted by the PHA by November 1994. Heating controls and additional landscaping will be completed under this budget by the end of September. The project contains eight three-bedroom handicap-accessible units, as well as six four-bedroom, 13 five-bedroom, four six-bedroom and one seven-bedroom unit.

---

## **SCATTERED SITE REPLACEMENT DEVELOPMENT PROJECTS**

---

### **INTRODUCTION**

In 1989, the Authority, in an effort to lower the density at the 748 unit Hartford Park Public Housing Development, demolished three high-rise structures totaling 240 units. These units were to be replaced by 240 newly constructed scattered site units throughout the city.

The Authority publicly advertised for developers to construct the replacement housing units, and, in 1990, contracts were executed for the construction of 131 units, 92 in Project RI 1-17 and 39 in Project RI 1-21. Developers were selected for the balance of the 240 units, but the Department of Housing & Urban Development voided the selection in 1991 and required to Authority to redesign its procurement process for the scattered site program. In order to accomplish this, the Authority reconfigured the 240 units into 19 different development projects to maximize the number of potential developers who could successfully submit a proposal under the Request For Proposal procurement process used by the PHA.

On four different occasions, October 13, 1992; June 8, 1993; January 11, 1994; and September 15 1994; the Authority advertised for scattered site developers to construct the replacement units. The following is a summary of the status of the Scattered Site Development Program:

***RI 1-21, (39 UNITS) - SCATTERED SITE.***

This development was completed in 1991 and all units were occupied.

***RI 1-17, (88 UNITS) - SCATTERED SITE***

This development project was originally for 92 scattered site units. The developer, Phoenix Griffin Group, completed the initial 52 units during 1990 and 1991. The remaining 36 units were completed during FY 1994 by RI Hillcroft, Inc., who took over the project after a foreclosure of the original developer by Fleet Bank. The size of the project was reduced by change order to 88 units during a re-assignment of the contract of sale to Fleet Bank due to foreclosure of the developer. The reduction in project size by three units was caused by the fact Fleet Bank did not hold mortgages on these three properties and, therefore, could not acquire the property. An additional unit was deleted when, after consideration, the site was deemed unsuitable by the PHA.

Funds continue to be escrowed at the directive of the US Department of Labor (DOL) as a result of hearings that found violations in the payment of employees working on-site for several sub-contractors of the Phoenix-Griffin Group. Litigation continues with DOL to determine further payments to these subs. The original escrow amount was \$500,000, of which approximately \$162,000 was released to the DOL.

During FY 1995, several additional projects were begun by the Authority including the installation of a motorized combustion air vent to each of the 88 furnaces. Project closeout is expected by the fall when contracts for additional basement insulation, exterior motion-sensitive lighting fixtures and landscaping are completed .

***RI 1-30, (5 UNITS) - SCATTERED SITE***

In September 1994, the PHA executed a contract with the Armory Revival Company to construct a total of five new housing units. This project consists of four three-bedroom duplex units including one for the hearing and/or site impaired on Henrietta and Phebe Streets and one four-bedroom single-family home on Ringgold Street. On January 27, 1995, the PHA acquired three new units, a duplex on Phebe Street and a single family unit on Ringgold Street. The Henrietta Street duplex was purchased by the PHA on May 25, 1995. Project closeout is underway.

**RI 1-40, (10 UNITS) - SCATTERED SITE**

In September 1994, the PHA executed a contract with the Armory Revival Company to construct a total of ten new housing units. This project consists of four three-bedroom units, four four-bedroom units, including one which is handicapped accessible, as well as one three-bedroom, and one four-bedroom single family units. Five units on Oakland Street were purchased by the PHA on February 28, 1995. The remaining five units on Hillwood and Whitehall Streets were purchased on June 6, 1995 completing the project. Project closeout is underway.

**RI 1-36, (10 UNITS) - SCATTERED SITE)**

In September 1994, the PHA executed a contract with the Armory Revival Company to construct a total of ten new units, eight three-bedroom units (duplex style), one four-bedroom single-family house, and one three-bedroom handicapped-accessible single-family house. A closing was held on December 29, 1994, on the first four units on Lancashire and Crandall Streets. The second closing of four units on Gesler, Health and Clarence took place on April 11, 1995. Delivery of the final two units on Whittier (Gifford) Avenue has been delayed as the original owner of the property was foreclosed upon and could not deliver the units to the developer. Armory is currently in discussion with the bank to purchase the property directly.

**RI 1-28, (4 UNITS) - SCATTERED SITE**

Joseph Iantosco was selected as developer for Project 1-28 for the construction of four three-bedroom duplex units on Matthew Street. One of the units will be built for hearing and sight-impaired persons. A Turnkey Contract of Sale was executed on March 20, 1995, with a project completion projected for August. Work is progressing ahead of contract schedule on Matthew Street, and the Authority expects to purchase both duplex structures in early July.

**RI 1-37, (10 UNITS) - SCATTERED SITE**

Plantation Homes was preliminarily selected as the developer for RI 1-37 in September, 1993. The full development proposal was submitted to HUD on March 8, 1994, and approved on May 20. Progress on this proposal was delayed as the developer attempted to secure bank financing. The Authority executed a Turnkey Contract of Sale on June 1, 1995. This development consists of eight three-bedroom and two four-bedroom units. All units are scheduled to be completed by March 1996.

**RI 1-35, (10 UNITS) - SCATTERED SITE**

Plantation Homes was preliminarily selected as the developer for RI 1-35. This project consists of six three-bedroom and four four-bedroom duplex

units. One of the four-bedroom units will be handicapped accessible. The Authority submitted a development proposal to HUD on April 1, 1993. In August, conditional approval was granted by HUD, subject to the removal of underground oil storage tanks from the site at Judith Street and Sterling Avenue, under Rhode Island Department of Environmental Management (RI DEM) supervision, and receipt of satisfactory soil test results. The tanks were removed in March 1994, and in May, DEM issued certification that the tanks were removed and no further action is required. After further review, the PHA required the developer to undertake additional environmental testing. A Phase II (invasive survey) and Phase III (protocol for removal and disposal of contaminated soil) were completed and transmitted to RI DEM in December 1994. In January 1995, DEM issued a Release Characterization Report concerning the site indicating that no further investigation or corrective action was required. HUD completed its final proposal review and, on March 17, 1995, gave final approval to proceed to develop a Turnkey Contract of Sale with this developer. The Turnkey Contract of Sale is expected to be executed in July for this project.

***RI 1-41, (4 UNITS) - SCATTERED SITE***

Joseph Iantosco was preliminarily selected as the developer for Project 1-41 March 1994. This project, to be built on Henrietta St., consists of four three-bedroom units in two duplex buildings. A formal proposal was developed and submitted to HUD for final approval on June 15, 1994. A problem with incorrect survey data was noted and corrected and HUD finally approved this proposal on January 4, 1995. PHA staff is working on development of final contract documents, and a contract is expected to be executed in July 1995.

***RI 1-29, (4 UNITS) - SCATTERED SITE***

On January 13, 1995, the Armory Revival Company was preliminarily selected as developer for four units, one three-bedroom duplex on Whittier Avenue and one four-bedroom duplex on Clarence Street. Official notification of preliminary selection was made to the developer, and the final development package was submitted to HUD in June. Approval and contract execution are expected in July.

***RI 1-42, (3 UNITS) - SCATTERED SITE***

On January 13, 1995, the Armory Revival Company was preliminarily selected as developer for three units, one three-bedroom duplex and one three-bedroom handicapped accessible single-family unit on Caxton Street. Official notification of preliminary selection was made to the developer, and the final development package was submitted to HUD. Approval and contract execution are expected in July.

**RI 1-43, (3 UNITS) - SCATTERED SITE**

On January 13, 1995, SML Associates was preliminarily selected as developer for three units, one three-bedroom duplex and one four-bedroom single-family on Suffolk Street. Official notification of preliminary selection was made to the developer, and the developer is gathering the additional submissions required to submit the final development proposal to HUD. It is expected that this submission will take place in July 1995.

**RI 1-18, (4 UNITS) - SCATTERED SITE**

On March 27, 1995 the Providence Housing Authority preliminarily selected the Armory Revival Company as developer for four units to be built on Boyd and Rill Streets. The developer is gathering the additional submissions required to submit this project proposal to HUD for approval. The submission is expected to take place in July 1995.

**RI 1-33, (4 UNITS) - SCATTERED SITE**

On March 27, 1995 the Providence Housing Authority preliminarily selected the Armory Revival Company as developer for four units to be built on Boyd Street. The developer is gathering the additional submissions required to submit this project proposal to HUD for their approval. The submission is expected to take place in July 1995.

**RI 1-39, (10 UNITS) - SCATTERED SITE**

On March 27, 1995 the Providence Housing Authority preliminarily selected the Armory Revival Company as developer for ten units to be built on Tell, Stone and Hebron Streets. The developer is gathering the additional submissions required to submit this project proposal to HUD for their approval. The submission is expected to take place in July 1995.

**RI 1-31, (6 UNITS) - SCATTERED SITE**

Bernon Associates was preliminarily selected as the developer for RI 1-31. A development proposal was submitted to HUD on February 3, 1994, for the construction of four three-bedroom duplex units, and two four-bedroom duplex units on Bernon Street. One of the four-bedrooms units will be built for hearing and sight-impaired persons. The Authority's proposal was forwarded to HUD on February 3, 1994. HUD approval was granted on June 7, 1994. Bernon Street Associates applied for zoning variances and was heard at the November 15, 1994 meeting. On January 23, 1995, the zoning board presented findings of fact denying the application due to land use densities. The PHA will be resubmitting a request for zoning relief with the developer for reconsideration of this decision.

**RI 1-34, (10 UNITS) - SCATTERED SITE**

SML Associates was preliminarily selected as the developer for RI 1-34. The Authority submitted a development proposal to HUD on April 14, 1993. In August, HUD approval was granted for the construction of eight three-bedroom duplex units and two four-bedroom duplex units on Russo Street. This development includes one four-bedroom handicapped accessible unit. The developer told the Authority that she received a commitment from the bank to finance the housing construction but not the road installation. On April 18, SML Associates withdrew its proposal, citing unanticipated costs after a soil boring indicated the sites would not support conventional construction methods, and pilings would be needed. This project was rebid as a 10 unit project in RFP round four.

A new submission for this project was received in September 1994. The PHA is currently reviewing developer's proposals for project 1-34 for ten units. A final decision on this proposal is expected in July 1995.

**RI 1-32, (6 UNITS) - SCATTERED SITE**

Preliminary selection of Plantations Homes was made in March 1994 for this six unit project. The developer lost site control of one of the lots proposed for this project and the project had to be canceled by the PHA.

**RI 1-38, (10 UNITS) - SCATTERED SITE**

Preliminary selection of Anthony A. Nunes for project RI 1-38 was made by the Authority in September 1993. This development consists of eight three-bedroom duplex units and two four-bedroom duplex units, one of which will be handicapped accessible. A proposal was submitted to HUD on February 10, 1994, and was approved on April 19, 1994. Notification was sent to the developer to arrange for bank financing. However, the developer did not wish to enter into a contract of sale and the proposal was withdrawn.

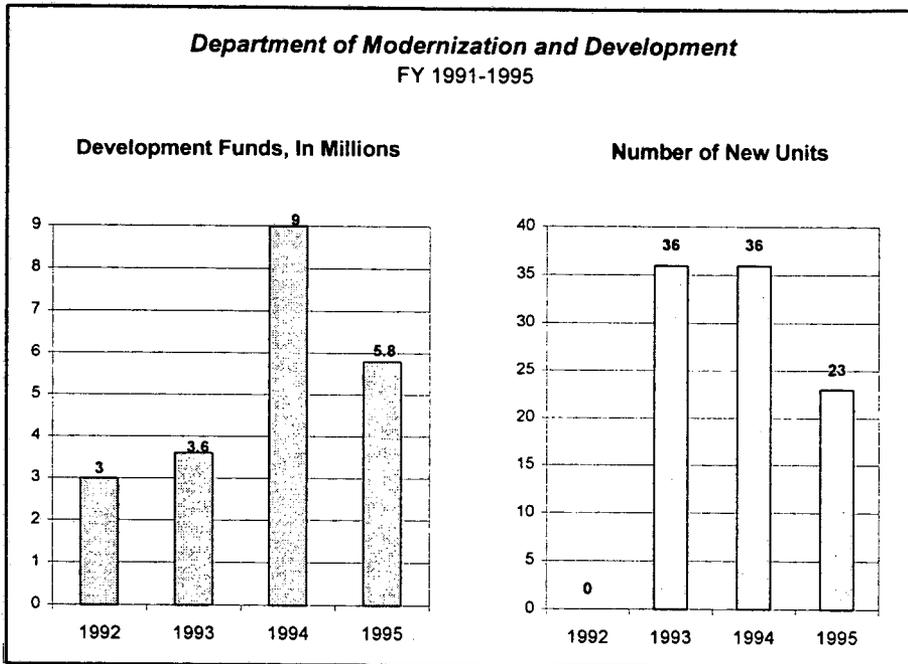
**DEVELOPMENT BUDGETS**

Over \$16 million dollars of funding have been approved for development new public housing units by the PHA. almost \$15 million (91%) of the approved funds have been expended. The following table contains exact figures on funding of the last five development budgets.

<b>BUDGET</b>	<b>FUNDS APPROVED</b>	<b>FUNDS OBLIGATED</b>	<b>FUNDS EXPENDED</b>	<b>PERCENT OBLIGATED</b>	<b>PERCENT EXPENDED</b>
<b>017</b>	9,768,815	8,715,584	8,607,126	89%	88%
<b>021</b>	3,761,492	3,761,492	3,761,492	100	100
<b>030</b>	581,350	556,993	546,005	96	94
<b>036</b>	1,143,100	1,113,846	867,388	97	76
<b>040</b>	1,221,500	1,180,290	1,157,711	97	95
<b>TOTAL</b>	<b>\$ 16,476,257</b>	<b>\$ 15,328,205</b>	<b>\$ 14,939,723</b>	<b>93%</b>	<b>91%</b>

**TOTAL DEVELOPMENT FUNDS**

Since FY 1993, the PHA has completed an average of 30 new units per year. Most of these are scattered site units intended to replace the 240 units demolished as part of Phase I modernization of Hartford Park. Chart E shows total development spending and new units constructed over the past 4 fiscal years.



**Figure 5**  
**Development Funds and Units Completed**

While funding approved for development rose to a peak in FY 1994, the PHA has completed an average of 30 units per year since FY 1993. For the over \$20 million in development funds approved to the PHA, 95 new units have been constructed. The table on the following page indicates the status of all development projects.

**DEVELOPMENT SUMMARY**

The table on the following page shows the status of every development project undertaken by the Authority in the past five years.

SCATTERED SITE PROJECT SUMMARY  
UNIT TYPE AND SIZE

PROJECT NUMBER	UNITS	3-BR DUPLX	4-BR DUPLX	3-BR SINGL	4-BR SINGL	5-BR SINGL	STATUS
1-15*	12	0	12	0	0	0	Completed
1-17	88	72	0	3	7	6	Completed
1-21	39	20	18	0	1	0	Completed
1-30	5	4	0	0	1	0	Completed
1-40	10	4	4	1	1	0	Completed
1-36	10	8	0	1	1	0	Under Construction 8 completed
1-28	4	4	0	0	0	0	Under Construction 0 completed
1-37	10	8	2	0	0	0	Under Construction 0 Completed
1-35	10	6	4	0	0	0	Contract Under Development
1-41	4	4	0	0	0	0	Contract Under Development
1-29	4	2	2	0	0	0	Awaiting HUD Proposal Approval
1-42	3	2	0	1	0	0	Awaiting HUD Proposal Approval
1-43	3	2	0	1	0	0	Proposals Under Development
1-18	4	2	2	0	0	0	Proposals Under Development
1-33	4	2	2	0	0	0	Proposals Under Development
1-39	10	6	2	2	0	0	Proposals Under Development
1-31	6	4	2	0	0	0	PHA to Reapply For Zoning
1-34	10	8	2	0	0	0	Selection Under Review
1-32	6	4	2	0	0	0	No Current Proposal
1-38	10	8	2	0	0	0	No Current Proposal
<b>TOTAL</b>	<b>252</b>	<b>170</b>	<b>56</b>	<b>9</b>	<b>11</b>	<b>6</b>	

\*NOT PART OF 240 REPLACEMENT UNITS

Department of

# Community Services

*Elderly Disabled Unit*

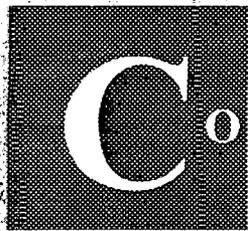
*Preparation for Community Living  
(PCL)*

*Youth Programs*

*Adult Programs*

*Grants Received*

*Socio-Economic Characteristics*



# COMMUNITY SERVICES

---

## *INTRODUCTION*

The Department of Community Services continued to provide holistic services to the residents of Providence public housing during FY 1995. In each of the three units of the Community Services Department: Family, Elderly/Disabled, and Preparation for Community Living, programs were improved, added or deleted to help us provide comprehensive services that most effectively serve our residents.

In the high rise buildings staffing remained at the same level: four Services Coordinators. Two of the Coordinators are paid out of a grant from the R.I. Department of Substance Abuse, now merged with the R.I. Department of Health, one is paid from PHA Operating Funds and the fourth is supported through Comprehensive Grant Management Improvements funds. During Fiscal Year 1995, the PHA applied for and received three-year funding from HUD totaling \$668,000 for Services Coordinators at the elderly/disabled developments.

During 1995, the PCL program continued to evolve. The number of potential residents attending PCL classes decreased as units were taken off-line for modernization. This change has allowed staff to concentrate more time and energy on home visits to new tenants and poor housekeeping referrals. The Preparation for Community Living will continue to undergo changes as we use this program to find more effective ways of encouraging greater responsibility among residents for their homes and their communities.

In the Family Unit, staffing remains at a high level in a continuing effort to have a provider for every ten youths in the after school program. Four Program Coordinators, four Program Assistants and approximately twenty-one Resident Assistants ran adult, teen and youth activities at four community centers. Funding for staff and program came from Public Housing Drug Elimination grants, the Departments of Health and Education and the Mayor's Council on Alcohol and Substance Abuse for a total of approximately \$832,940.

---

***ELDERLY/DISABLED UNIT***

---

For the Elderly/Disabled Unit, over the past year two major changes have occurred. The first is the designation, by HUD, of Carroll Towers and Dominica Manor as "elderly only" developments. The other is the evolution of the Services Coordinator job description from a social work, case management approach to a broader, community oriented focus. In the work being done in this department around the *Strategic Plan* during 1995, these two issues have played a major role in determining future services the PHA will have to offer its elderly and disabled populations. In addition to the extensive work of the Services Coordinators, programs supported by third party agencies were numerous.

***DEXTER MANOR HEALTH CARE CLINIC:*** The Dexter Manor clinic opened its doors in January 1995 and has been visited by an increasing number of elderly (over 65) PHA residents looking for a primary care physician and medical care. The Rhode Island Hospital Medical Foundation and the PHA are continually looking for ways to serve the older residents. A VISTA Volunteer helps translate for Spanish-speaking patients, the Services Coordinators accompany patients from the developments outside Dexter Manor and the foundation offers us the services of a gerontologist, a nurse practitioner and a receptionist one day a week. There are plans for Rhode Island Hospital to provide the clinic with a coordinator to help recruit, give workshops and generally make the clinic more accessible to our population. PHA staff continues to work with other service agencies in designing a collaborative service structure to provide for the physical and mental health needs of the elderly residents, with the goal that the physical and mental health needs of all the residents will be addressed in the future.

***P.I.C.A. (PROVIDENCE INTOWN CHURCHES ASSOCIATION):*** *P.I.C.A.* provides Resident Advocates to be available to the residents during the evening hours as well as two social workers, one English-speaking and one Spanish-speaking. The PHA appreciates *P.I.C.A.*'s great concern for the well-being of the residents at Dexter Manor.

***PROJECT H.O.P.E.:*** Project H.O.P.E. (Helping Our Providence Elders) continues to provide mid-day meals to Carroll Tower, Kilmartin Plaza and Dexter Manor, Monday through Friday. The week at Dexter Manor has been extended to include a Sunday meal staffed by volunteer PHA employees.

***URI PHARMACISTS:*** The University of Rhode Island continues to provide the PHA with licensed pharmacists who make weekly visits to the elderly/disabled buildings. There they conduct blood pressure and sugar screening and discuss proper use of medications.

**A.A.R.P.:** The Senior Employment Program of the American Association of Retired Persons provides both the family and elderly/disabled units with van drivers. Two drivers share the driving for the Medical Van which takes residents from the high rise building to and from medical appointments. One driver works in the family developments driving students to their GED, ESL or basic adult education classes as well as assisting with the youth programs.

**PREPARATION FOR COMMUNITY LIVING (PCL)**

The Preparation for Community Living Unit is the only program in the department that works with all family, elderly and disabled tenants. Every tenant will participate in at least one session, either the Prospective Residents, New Residents or Poor Housekeeping

**PROSPECTIVE RESIDENTS**

As a prerequisite for tenancy, a family applicant must attend a preparatory class for prospective residents. The class includes an orientation program, workshops on cleaning, budgeting, and household care, as well as instruction on how to live responsibly in public housing. The elderly and disabled applicants are not required to attend the preparatory class, but must be visited at home shortly after assuming tenancy.

**NEW RESIDENTS**

After the applicant moves into public housing, he or she receives a home visit from the Living Skills Coordinator. The coordinator instructs the tenant on proper care of the apartment and answers questions about the development.

**POOR HOUSEKEEPING**

All tenants are required to maintain clean apartments. If any PHA staff member, either during a scheduled inspection or unscheduled visit, notices that the apartment is not being kept in an acceptable manner, a report is made to the Manager. A poor housekeeping visit is then arranged by the Living Skills Coordinator who works with the resident to solve the housekeeping problem.

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

<i>Fiscal Year</i>	<b>1991</b>	<b>1992</b>	<b>1993</b>	<b>1994</b>	<b>1995</b>
<b>Prospective Residents</b>	304	456	208	342	247
<b>New Residents</b>	33	24	179	350	204
<b>Poor Housekeeping</b>	35	22	7	50	57
<b>Total</b>	372	502	394	742	508

**Table 1 PCL Attendance**

Participation in the PCL program depends on the number of individuals selected from the waitlist to occupy units. Current residents also participate if referred by a Housing Management staff member.

PCL attendance has changed over the past five years for a few reasons. Attendance in the Prospective Residents segment of the PCL program fluctuates with the opening and closing of the waiting list. The number of persons on the waiting list for public housing shows a similar rise and fall. Attendance in the new residents portion of the PCL program has risen dramatically over the past five years, mostly because extensive modernization of old and development of new units created a number of vacancies which were filled by new residents. Modernization is nearing completion, and the attendance at both the prospective and new resident sections of the PCL program should continue to decline.

PCL operations have changed during the last few fiscal years. Prior to FY 1994, new residents were required to attend a class at the main office. Attendance was poor because many residents felt that once they had moved into their apartment, it wasn't necessary for them to attend the program. The program was then changed to individual home visits to make it easier for residents to comply with the requirement.

The Poor Housekeeping segment of the PCL program was also changed to a home visit due to poor attendance. Home visits are found to be more effective than classes not only because they raise attendance, but because they establish the privacy necessary to discuss the varied reasons for someone not keeping house in an appropriate manner. Poor housekeeping is one of the most serious social problems in public housing and staff has begun looking at more effective alternatives.

---

## ***YOUTH PROGRAMS***

---

Organized youth programs are firmly in place at all five of the family developments (Chad Brown and Admiral Terrace are considered one because of proximity). Maximum capacity at each site as set by building size is 100 youths. Routinely, PHA programs run at 80% capacity.

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

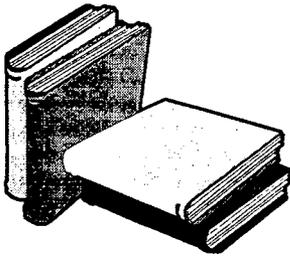
### ***SUBSTANCE ABUSE PREVENTION EDUCATION (SAPE)***

A standardized substance abuse prevention education curriculum was researched and developed during the summer of 1993. Registered program participants were grouped by age for informal group discussion on topics related to substance abuse and prevention. Facilitated by the Program Coordinators and the Resident Assistant staff and supervised by the Education Coordinator, these sessions were held weekly and were approximately two hours in duration. An effort was made to maintain a ratio of 1:10, facilitator to participant. Hands-on activities were included in each session and active participation, such as role playing, was encouraged. Participation in this program remains mandatory for all registered youths wishing to be included in extra-curricular activities, events or field trips.

### ***WOMEN AND INFANTS' SEXUAL UNDERSTANDING PROGRAM (WISE-UP)***

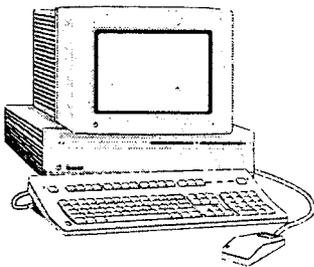
Funded through a grant from the State department of Health, the PHA, with Women and Infants' Hospital, created a teen pregnancy prevention and health education program. Participation in the program was mandatory for all youth program participants. Trained health educators from Women and Infants' hospital run seminars each week on topics like self-esteem, body image, eating disorders, puberty, and pregnancy. During FY 1995, the PHA received a two-year grant to continue the program. In addition to the informative classes, the new WISE-UP program will include on-site counseling and parenting classes for adults.

## ACADEMIC ASSISTANCE



**HOMWORK HELP/TUTORING:** Time was set aside at each community center on a daily basis for elementary-level academic. Older students in need of remedial assistance in specific subject areas were provided with referral information concerning community resources in their areas. During FY 1995, an academic assistance specialist was hired to create and coordinate a curriculum for academic enrichment and the Homework Help program.

In addition, the Department's Education Coordinator, in conjunction with the on-site Program Coordinators, served as liaison between resident youths and the public school system, helping to make the vital connection between available services and youths at-risk. While participation in these academic support sessions was voluntary this year, next year we plan to require all participants to put in a specified amount of time on academic studies or related tasks in order to take part in enrichment programs.



**COMPUTER RESOURCE CENTERS:** Computer Resource Centers (CRC) were established at Manton Heights and Hartford Park in April, 1993. A third CRC, at Chad Brown/Admiral Terrace, will be operational by September, 1995 and plans are underway for Codding Court and Roger Williams to use the computer center at the South Side Boys and Girls Club.

The primary goal of the CRC program is to bring participants into a technologically advanced setting and to motivate them through organized instructional programming to improve and modify behavior, academic performance and/or employability skills and knowledge. An experienced computer educator was hired to research and develop a curriculum for youth and teens to familiarize them with computing. Special emphasis was placed on using computers for schoolwork and improving word processing skills. In addition to basic keyboard training, youths also utilized educational software in subject areas such as math, reading and geography. Some Resident Assistants also improved their proficiency in computers, augmenting the number of hours the CRC's could be open.

## ENRICHMENT ACTIVITIES

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

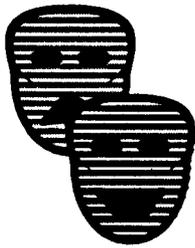
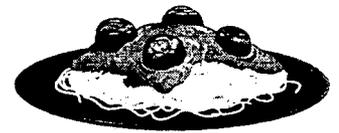
**DANCE:** The PHA contracted with the Music School to provide mini-lessons on different type of dance. The emphasis this year was on exposure to different styles as opposed to mastery of skills. Instructors from the Music School presented tap, as well as African, Latino, and Brazilian dance.

**MUSIC:** The PHA contracted with the Music School in Providence to present *Kodalay*, a musical literacy program specially designed for children 6-9. Weekly classes taught by certified instructors encouraged the students to experiment with rhythm, vocalization, and musical instruments.



**ART/ARTS AND CRAFTS:** A visual arts program, *Jump Start*, designed and facilitated by graduate students from Rhode Island School of Design's Art Education Department was conducted at Chad Brown. The theme for this year's project was creating art out of found objects. In addition, the PHA contracted with professional art educators from Lincoln school and RIC to teach a weekly curriculum at all sites. Arts and Crafts Clubs were formed in September, 1993.

**COOKING/NUTRITION:** Hands-on workshops in cooking and nutrition were conducted weekly at each site by instructors from the University of Rhode Island's Department of Health and Nutrition Sciences. Meal planning, budgeting, etiquette and discussion of food and beverage careers were incorporated into each session. Perhaps more than any other program, these classes offer the added incentive of immediate gratification and were, therefore, extremely well attended.



**DRAMA:** Through a grant received from the Mayors' Council on Drug and Alcohol Abuse Prevention, the All-Children's theater created a weekly program for all PHA youth. The classes culminated in a play *Two Chains*, written and produced by the students themselves. Guided by the adult instructors, they designed and ran all aspects of the production, including lighting, costumes, and music.

**SEWING:** The PHA contracted with professional sewing instructors to present a weekly sewing class at each site. Students learned how to use sewing machines and created vests, shorts, and blouses as well as pillows, and Christmas stockings.

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



***SUBSTANCE ABUSE PREVENTION EDUCATION  
(SAPE) PRE AND POST TESTS 1994-1995***

The pre- and post-tests assessed factual knowledge of participants regarding drugs. All youths enrolled in the Youth Program took the pre-test in fall, 1994 and the post-test in June, 1995.

**Pre-test:           72% of participants scored 95% or above**

**Post-test:           94% of participants scored 95% or above**

***PARTICIPANT SURVEY***

This instrument surveyed youth participants' attitudes, behavior, and opinions regarding PHA sponsored Youth Program activities. The survey was anonymous. The survey was conducted in June 1994 and June 1995. In 1994, 133 (66.2%) registered participants responded to the survey; 225 (67%) enrolled participants responded to the survey conducted in June 1995. The chart on the following page highlights some important statements and responses for both years.

<b>FOCUS</b>	<b>1995 %YES</b>	<b>1994 %YES</b>
<b>Academic Assistance</b>	98	*
I attend school regularly.	99	99
Graduating from high school is important to me.	98	98
My family feels strongly that I should do well in school.	92	*
I plan to go to college or vocational school.	84	47
I attend "homework help" regularly.	91	87
My grades have improved because of homework help.	82	79
I use the computers for school work.		
<b>Community Center Program/Staff</b>		
I go to the community center regularly.	92	*
My family and I get along better because I attend programs at the center.	82	62
I get support from the staff at the center.	97	89
Center programs have increased my self confidence.	96	*
I feel safe at the community center.	100	87
If I didn't go to the center, I would have no where to go.	8	68
There are too many kids in the community center programs.	3	26
<b>Youth Sports</b>		
In this program, everyone gets a chance to play	81	89
The coach takes time to teach us about the game.	98	93
The coach knows the rules and follows them.	97	94
The coach is fair in choosing teams.	84	*
Too much time is spent on warm-up and drills.	32	32
Winning is more important than learning to play well.	32	24
The referees are fair.	92	69
<b>Drug Use*</b>		
I never use drugs.	11%	
I have tried drugs but don't use regularly.	63	
I use drugs regularly.	11	
<b>SAPE Curriculum</b>		
I am learning new things about drugs.	95	84
I am learning different ways to solve problems.	96	89
The group gives me a chance to express my feelings.	92	83
I can talk to the counselor about anything.	96	90
I would attend even if I didn't have to.	87	85

\* Data from 1994 were not usable.

**YOUTH PROGRAM ATTENDANCE**

**Table 2**  
**Number of Youths (6-17)**  
**enrolled in PHA Youth**  
**Program**  
 Since enrollment  
 limitations were instituted  
 in 1993, enrollment has  
 held steady at around 300  
 youth. Enrollment  
 capacity increases form  
 year to year due to  
 moderate increases in  
 funding.

<b>DATES</b>	<b>ATTENDANCE*</b>	<b>COMMENTS</b>
<b>1992-1993</b>	265	No PHA Chad Brown Youth Program
<b>Summer 1993</b>	446	PHA Chad Brown Youth Program initiated
<b>1993-1994</b>	201	Enrollment limitations begin; programs standardized; SAPE mandated**
<b>Summer 1994</b>	302	
<b>1994-1995</b>	337	
<b>Summer 1995</b>	356	

\* The academic year enrollment figures are based on the average enrollment of the fall semester and are taken from Monthly Management Reports and Attendance Forms.

\*\*In 1993, based on physical space limitations, the maximum capacity for enrollment in our Youth Program was determined to be 365. Additionally, official registration forms were required and attendance at Substance Abuse Prevention Education (SAPE) sessions was mandated for eligibility in all other recreational or enrichment activities. Prior to 1993-94, the centers were essentially "drop in" centers with no standardized programs.

---

**ADULT PROGRAMS**

---

Authority-wide enrollment in adult education and life skills programs was 126 for FY 1995. A description of programs offered to adults in the family developments follows:

**GENERAL EQUIVALENCY DIPLOMA (GED):** The PHA has maintained its relationship with Dorcas Place, an organization which offers assistance to individuals working towards their GED. When demand for the program outpaced the spaces available at Dorcas Place, residents were referred to the GED classes run by the Providence Public School district.

**ENGLISH AS A SECOND LANGUAGE (ESL):** Through a State Department of Education grant, PHA continues to offer on-site ESL classes at all sites. Instructors were provided through International Institute of Rhode Island. Enrollment in ESL doubled from the previous fiscal year. Graduation ceremonies were held at Hartford Park in June and students celebrated their accomplishments with family and friends.

**COMPUTER RESOURCE CENTER:** The PHA hired a bilingual computer instructor to run the adult component of the CRC program at Manton Height and Chad Brown. The instructor researched and developed a curriculum which emphasized increased computer proficiency as well as the utilization of computers on the job. Resume preparation was one component of the classes.

**RESIDENT ASSISTANT STAFF TRAINING:** The third annual Resident Assistant Staff Training was conducted in June, 1995. Approximately 40 adult and teen age resident staff members, authority-wide, participated in a week long series of workshops designed to increase self confidence, encourage team work and; provide the valuable skills and information needed to perform their duties as supervisors in this summer's youth program. Workshop topics included curriculum development, team building, first aid and child safety, CPR certification, conflict mediation, and child development and abuse issues.

**SERVICE UNIT ANALYSIS**

**FAMILY DEVELOPMENTS**

**Service Units  
FY 1994 (July 1993 through June 1994)**

<i>Youth</i>	<i>Percent</i>	<i>Units</i>
Substance Abuse Prevention Education	13%	5,760
Personal Development/Cultural Enrichment	19%	7,944
Educational Support/Academic Assistance	18%	7,790
General Recreation	50%	21,905
Sports	0%	0
<b>Total</b>		<b>43,397</b>
<hr/>		
<i>Adults</i>	<i>Percent</i>	<i>Units</i>
Educational Support	85%	5,612
General Recreation	8%	519
Personal Development	7%	484
<b>Total</b>		<b>6,615</b>

**FY 1995 (July 1994 through June 1995)**

<i>Youth</i>		
Substance Abuse Prevention Education	12%	7,145
Personal Development/Cultural Enrichment	19%	11,002
Educational Support/Academic Assistance	15%	9,110
General Recreation	39%	23,120
Sports	15%	8,624
<b>Total</b>		<b>59,001</b>
<hr/>		
<i>Adults</i>		
Educational Support	61%	3,676
General Recreation	24%	1,452
Personal Development	15%	890
<b>Total</b>		<b>6,018</b>

A service unit is recorded when an individual participant in a program. Because individuals often participate in more than one program, service units are a measure of service provided to residents, not enrollment.

From FY 1994-1995, youth service units increased 36% from 43,397 to 59,001. Service units provided to adults, decreased 9% from 6,615 to 6,018.

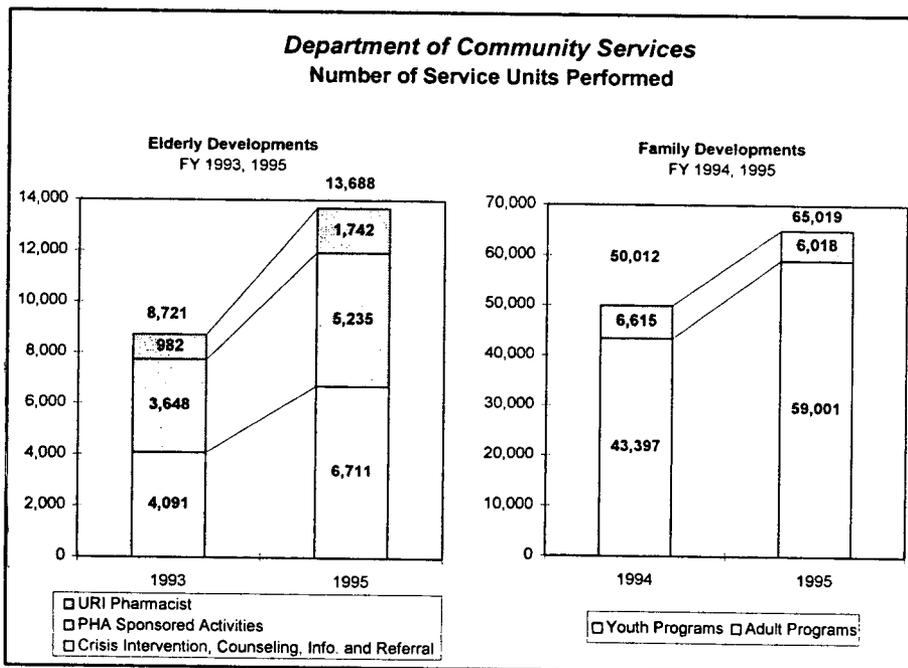
## ELDERLY DEVELOPMENTS

### Service Units

FY 1993, 1995 (July 1993 through June 1994, July 1994 through June 1995)

1993	
Crisis Intervention, Counseling, Info. and Referral	4,091
PHA Sponsored Activities	3,648
URI Pharmacist	982
<b>Total</b>	<b>8,721</b>
1995	
Crisis Intervention, Counseling, Info. and Referral	6,711
PHA Sponsored Activities	5,235
URI Pharmacist	1,742
<b>Total</b>	<b>13,688</b>

Service Units for the elderly population increased 57% from 8,721 in FY 1993 to 13,688 in FY 1995. This dramatic increase can be attributed to an increased emphasis among staff on outreach for participation in activities as opposed to counseling.



**Figure 3**  
**Service Units Performed**  
The number of service units performed has increased at both the Elderly/Disabled and Family developments. All programs at the elderly/disabled developments increased their load, while just the youth programs at the family developments showed an increase.

**GRANTS RECEIVED**

The following table lists each of the grants administered by or awarded to the Department of Community Services during the 1995 fiscal year .

Year	Source	Department	Amount	Description
1990	HUD	Community Services	\$232,600	PHDEP I
1991	HUD	Community Services	\$396,127	PHDEP II
1992	HUD	Community Services	\$298,265	PHDEP III
1992, 1993	RI Department of Education	Community Services	\$20,000	Adult Education: GED
1992	Governor's Office of Substance Abuse	Community Services	\$47,461	Substance Abuse Prevention
1992	HUD	Community Services	\$125,000	Youth Sports
1993, 1994	RI Dept. of Education	Community Services	\$25,000	Adult Education: ESL
1993	HUD	Community Services	\$484,000	PHDEP IV
1995	HUD	Community Services	\$125,000	Youth Sports
1995	HUD	Community Services	\$668,420	Services Coordinators
1995	RI Dept. of Education	Community Services	\$24,320	GED
1995	RI Dept. of Health	Community Services	\$64,000	TPP
1995	RI Dept. of Education	Community Services	\$24,726	ESL
1995	HUD	Community Services	\$619,620	PHDEP V
<b>Total HUD</b>			<b>\$2,949,032</b>	
<b>Total City/State</b>			<b>\$205,507</b>	
<b>TOTAL:</b>			<b>\$3,154,539</b>	

## **SOCIO-ECONOMIC CHARACTERISTICS**

### **EXISTING RESIDENTS**

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

#### **POPULATION**

The current resident population (June 1995) of the Providence Housing Authority is 5,183. There are 3,976 residents living in our family developments and 1,207 in the elderly/disabled high-rises. Modernization efforts on the established developments as well as new construction are constantly underway. These projects cause frequent fluctuation of the PHA population as some residents are transferred among the housing developments, others who leave PHA housing are not immediately replaced, and others are added as units open up for occupation. See Figure 1 for the current figures.

<b>DEVELOPMENT</b>	<b>POPULATION</b>
Admiral Terrace	492
Chad Brown	611
Hartford Park (Family units only)	1115
Manton Heights	912
Codding Court	132
Roger Williams	112
Scattered Sites	602
<b>SUBTOTAL (FAMILY)</b>	<b>3,976</b>
Hartford Tower (Elderly units only)	141
Sunset Village	23
Dexter Manor I	212
Dexter Manor II	110
Dominica Manor	218
Carroll Tower	198
Kilmartin Plaza	112
Parenti Villa	193
<b>SUBTOTAL (ELDERLY)</b>	<b>1,207</b>
<b>GRAND TOTAL</b>	<b>5,183</b>

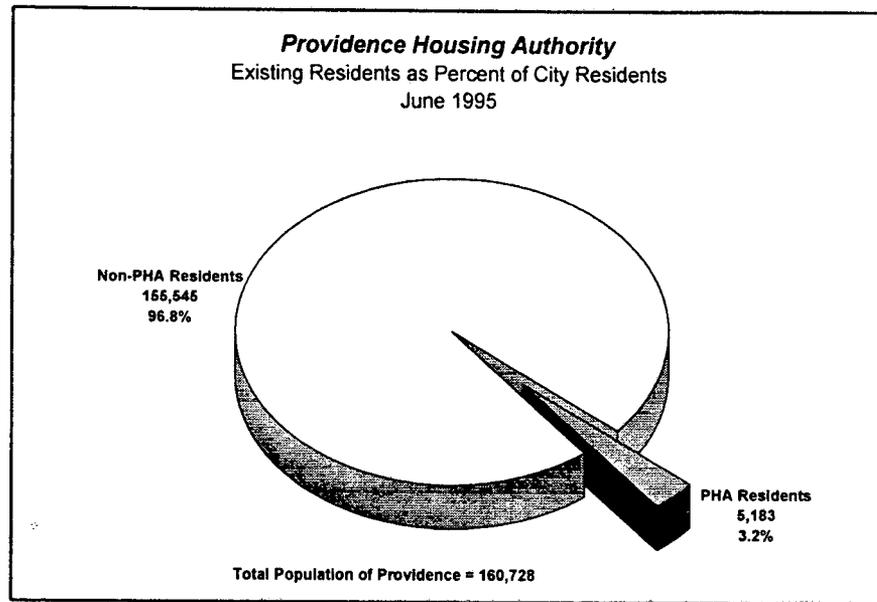
Source: PHA Socio-Economic Data (June 1995)

**Figure 1**  
**Resident Population By**  
**Development**  
**FY 1995**

Site populations and development sizes range from 23 at Sunset Village to 1,115 at the Hartford Park elderly and family developments. In the next few years, PHA population will fluctuate due to modernization of existing units and development of new ones. While the development of new units at Hartford Park and the scattered sites create an increase in total PHA population, other developments, like Codding Court, are being depopulated for modernization purposes.

The total population for the city of Providence, according to the 1990 Census, is 160,728. The Providence Housing Authority's population of 5,183 represents 3.2% of the city's total population. This percentage is higher than the approximately 1.2% of the population of the United States which lives in public and Indian housing. Figure 2 depicts the percentage of Providence residents that live in public housing.

**Figure 2**  
**PHA Residents as Percent of**  
**City Residents**  
**FY 1995**



Source: 1990 Census and PHA Socio-Economic Data

**NUMBER OF FAMILIES**

The number of families (households) in Providence Housing Authority developments varies from a low of 21 at Sunset Village to a high of 325 at the Manton Heights family development. Figure 3 shows the distribution of households by development.

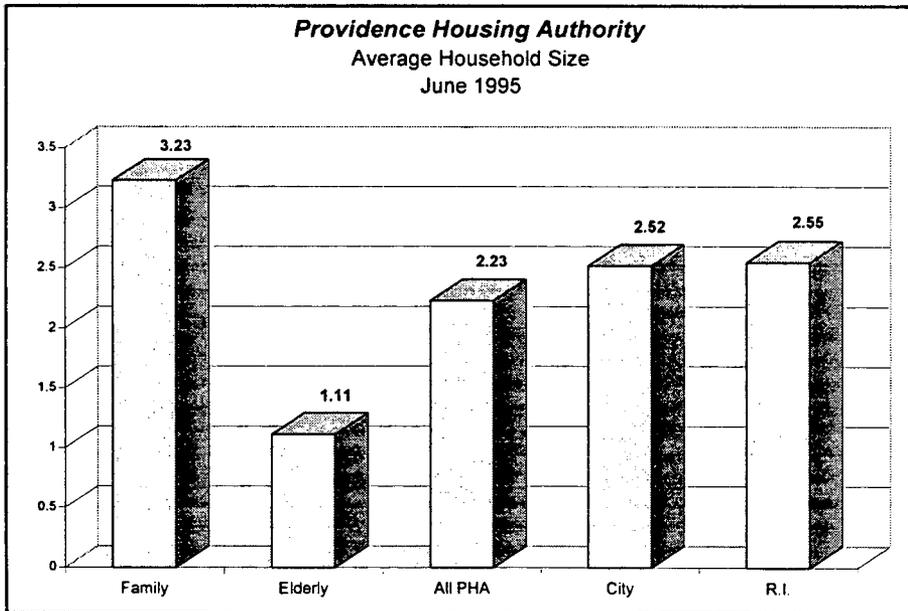
<i>DEVELOPMENT</i>	<i>HOUSEHOLDS</i>
Admiral Terrace	150
Chad Brown	192
Hartford Park (Family)	307
Manton Heights	325
Codding Court	65
Roger Williams	39
Scattered Sites	152
<b>SUBTOTAL (FAMILY)</b>	<b>1,230</b>
Hartford Tower (Elderly)	111
Sunset Village	21
Dexter Manor I	191
Dexter Manor II	88
Dominica Manor	199
Carroll Tower	186
Kilmartin Plaza	103
Parenti Villa	186
<b>SUBTOTAL (ELDERLY)</b>	<b>1,086</b>
<b>GRAND TOTAL</b>	<b>2,316</b>

Source: PHA Socio-Economic Data (June 1995)

*Figure 3*  
Number of Families  
FY 1995

**AVERAGE HOUSEHOLD SIZE**

Average household sizes at the Providence Housing Authority range from a low of 1.04 persons per household at Parenti Villa to a high of 4.04 persons per household at our scattered site developments. Family households average 3.23 persons in size while elderly developments have an average



Source: 1990 Census and PHA Socio-Economic Data (June 1995)

*Figure 4*  
Average Household Size  
FY 1995

household size of 1.11. Overall, Providence Housing Authority developments have an average household size of 2.23. Please see Figure 5 for a breakdown of average household size by development. Figure 4 (previous page) compares PHA averages with the city and state as a whole.

**Figure 5**  
**Average Household Size By**  
**Development**  
**FY 1995**

<i>DEVELOPMENT</i>	<i>AVERAGE H/H SIZE</i>
Admiral Terrace	3.27
Chad Brown	3.16
Hartford Park (Family)	3.63
Manton Heights	2.78
Codding Court	2.02
Roger Williams	2.87
Scattered Sites	4.04
<b>AVERAGE (FAMILY)</b>	<b>3.23</b>
Hartford Tower (Elderly)	1.27
Sunset Village	1.10
Dexter Manor I	1.11
Dexter Manor II	1.25
Dominica Manor	1.10
Carroll Tower	1.06
Kilmartin Plaza	1.09
Parenti Villa	1.04
<b>AVERAGE</b> <b>(ELDERLY/DISABLED)</b>	<b>1.11</b>
<b>AVERAGE ALL PHA</b>	<b>2.23</b>

Source: PHA Socio-Economic Data (June 1995)

**AVERAGE AGE OF RESIDENTS**

The average age of all residents of the Providence Housing Authority is 29 years. Residents of elderly/disabled high-rises have an average age of 56 while residents of the family developments have an average age of 21. The Hartford Park family development and scattered site developments have the lowest average resident ages (both are 19) while Dominica Manor's residents have the highest average age (62). Figure 6 provides the average age for each development and for all PHA developments. Figure 7 shows the number of residents in each age division (broken down in five year intervals). The percentage of non-elderly residents is greater -- even in the elderly/disabled residences -- than the percentage of non-elderly residents in the PHA. In the family residences, a majority of tenants are under twenty years of age. In the elderly/disabled units, there are a few children, but most of the residents are between 50 and 69.

<b>DEVELOPMENT</b>	<b>AVERAGE AGE</b>
Admiral Terrace	20
Chad Brown	21
Hartford Park (Family)	19
Manton Heights	22
Codding Court	34
Roger Williams	22
Scattered Sites	19
<b>AVERAGE AGE (FAMILY)</b>	<b>21</b>
Hartford Tower (Elderly)	51
Sunset Village	53
Dexter Manor I	52
Dexter Manor II	54
Dominica Manor	62
Carroll Tower	60
Kilmartin Plaza	51
Parenti Villa	59
<b>AVERAGE AGE (ELDERLY/DISABLED)</b>	<b>56</b>
<b>AVERAGE ALL AGE DEVELOPMENTS</b>	<b>29</b>

Source: PHA Socio-Economic Data (June 1995)

Because of the inclusion of young, disabled residents, elderly developments have an average age below 60, (the federally designated minimum elderly age). It is clear to see from Figure 8 that the elderly/disabled developments are disproportionately composed of non-elderly residents. Residents at scattered sites have an average age of 19, indicating that these sites house large families with young children.

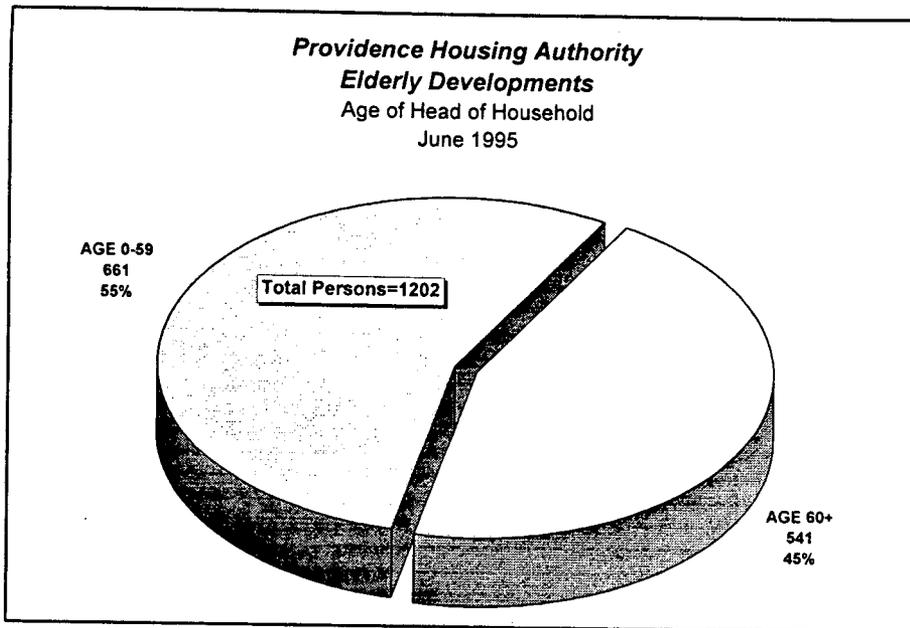
Public housing developments tend to house families with larger numbers of children and fewer adults (more single heads of household) than the average household in Providence. That leads to a lower average age among these households than among those in the Providence community as a whole. Though the family developments tend to have younger than average households, this figure is balanced out by the older-than-average mean of the residents in elderly/disabled developments. Therefore, the average age of residents of all PHA housing is equal to the average age of Providence residents overall. Figure 9 compares the average age of PHA housing with the city as a whole.

**Figure 6**  
Average Age of Residents  
By Development  
FY 1995

**Figure 7 (next page)**  
Age Cohorts by  
Development  
FY 1995

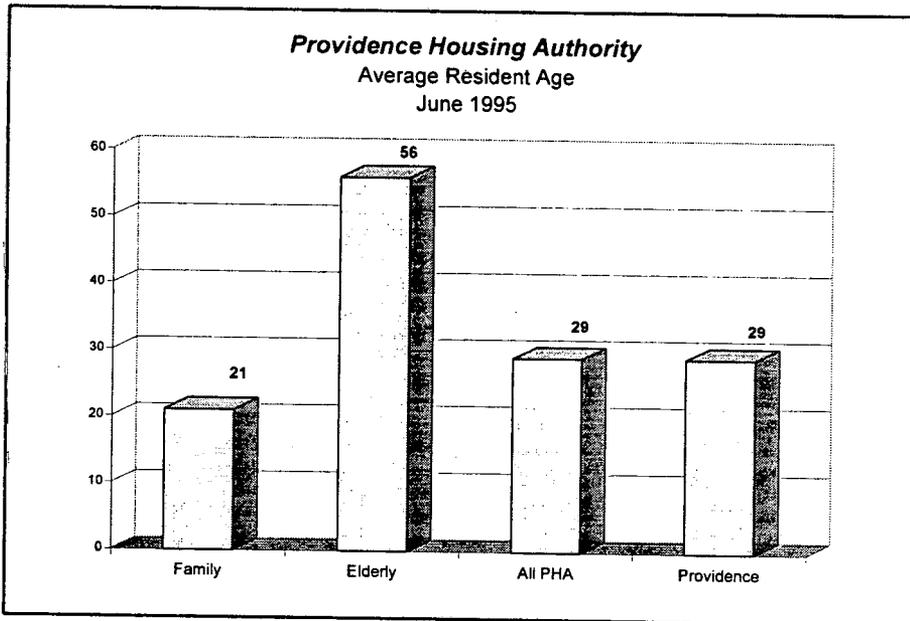
DEVELOPMENT	AGE COHORTS																	Total*		
	0-4	5-9	10-	15-	20-	25-	30-	35-	40-	45-	50-	55-	60-	65-	70-	75-	80-		85-	90-
Admiral Terr.	55	104	69	40	57	48	34	39	44	49	54	59	64	69	74	79	84	89	99	490
Chad Brown	68	127	83	72	54	38	47	27	24	20	12	10	11	8	2	1	1	1	0	607
Hartford Park	151	219	175	148	110	59	60	59	45	24	17	17	16	8	3	0	1	0	1	1115
Manton Heights	138	133	100	109	101	73	60	54	43	38	18	14	9	3	7	5	3	1	1	912
Codding Court	11	11	11	20	7	4	11	9	6	11	7	3	6	4	4	3	1	2	0	131
Roger Williams	14	19	17	13	7	10	9	5	3	1	5	4	3	2	0	0	0	0	0	112
Scattered Sites	45	154	109	82	43	24	37	50	17	21	1	7	3	2	1	0	0	0	1	598
<b>SUBTOTAL FAM</b>	<b>482</b>	<b>767</b>	<b>564</b>	<b>484</b>	<b>379</b>	<b>256</b>	<b>247</b>	<b>230</b>	<b>158</b>	<b>126</b>	<b>72</b>	<b>63</b>	<b>54</b>	<b>32</b>	<b>19</b>	<b>10</b>	<b>7</b>	<b>4</b>	<b>3</b>	<b>3,967</b>
<b>PERCENT FAM</b>	<b>12%</b>	<b>19%</b>	<b>14%</b>	<b>12%</b>	<b>10%</b>	<b>6%</b>	<b>6%</b>	<b>6%</b>	<b>4%</b>	<b>3%</b>	<b>2%</b>	<b>2%</b>	<b>1%</b>	<b>1%</b>	<b>5%</b>	<b>3%</b>	<b>2%</b>	<b>1%</b>	<b>1%</b>	<b>99%</b>
Hartford Tower	1	0	0	4	10	5	9	8	14	21	12	10	10	16	8	9	4	1	2	144
Sunset Village	0	0	0	1	1	1	1	4	2	3	0	1	1	2	4	2	1	0	0	24
Dexter Manor I	2	2	1	4	5	10	8	15	20	14	23	35	25	15	14	10	3	4	1	211
Dexter Manor II	1	0	0	0	0	5	5	7	8	12	16	7	14	13	5	8	5	0	0	110
Dominica Man.	1	0	0	0	2	2	8	13	99	12	19	27	18	31	19	18	20	11	4	216
Carroll Tower	0	0	0	3	2	2	5	12	14	6	26	23	28	16	15	16	13	9	4	194
Kilmartin Plaza	0	0	0	2	4	7	4	5	9	8	16	14	12	10	11	2	1	1	0	107
Parenti Villa	2	2	0	1	3	6	11	6	7	14	21	25	22	18	23	9	15	13	2	201
<b>SUBTOTAL ELD/DIS</b>	<b>7</b>	<b>4</b>	<b>1</b>	<b>15</b>	<b>27</b>	<b>38</b>	<b>51</b>	<b>70</b>	<b>83</b>	<b>90</b>	<b>133</b>	<b>142</b>	<b>130</b>	<b>124</b>	<b>99</b>	<b>74</b>	<b>62</b>	<b>39</b>	<b>13</b>	<b>1,207</b>
<b>PERCENT ELD/DIS</b>	<b>.6%</b>	<b>.3%</b>	<b>.1%</b>	<b>1%</b>	<b>2%</b>	<b>3%</b>	<b>4%</b>	<b>6%</b>	<b>7%</b>	<b>7%</b>	<b>11%</b>	<b>12%</b>	<b>11%</b>	<b>10%</b>	<b>8%</b>	<b>6%</b>	<b>5%</b>	<b>3%</b>	<b>1%</b>	<b>98%</b>
<b>TOTAL PHA</b>	<b>489</b>	<b>771</b>	<b>565</b>	<b>499</b>	<b>406</b>	<b>294</b>	<b>298</b>	<b>300</b>	<b>241</b>	<b>216</b>	<b>205</b>	<b>205</b>	<b>184</b>	<b>156</b>	<b>118</b>	<b>84</b>	<b>69</b>	<b>43</b>	<b>16</b>	<b>5,174</b>
<b>PERCENT PHA</b>	<b>9%</b>	<b>15%</b>	<b>11%</b>	<b>9%</b>	<b>8%</b>	<b>5%</b>	<b>6%</b>	<b>6%</b>	<b>5%</b>	<b>4%</b>	<b>4%</b>	<b>4%</b>	<b>3%</b>	<b>3%</b>	<b>2%</b>	<b>2%</b>	<b>1%</b>	<b>.8%</b>	<b>.3%</b>	<b>98%</b>

\* The ages of a small number of residents (approximately 2% of the total) were not recorded. These have been omitted from this table.



Source: PHA Socio-Economic Data (June 1995)

**Figure 8**  
**Elderly Developments**  
**Average Age of Head of**  
**Household**  
**FY 1995**



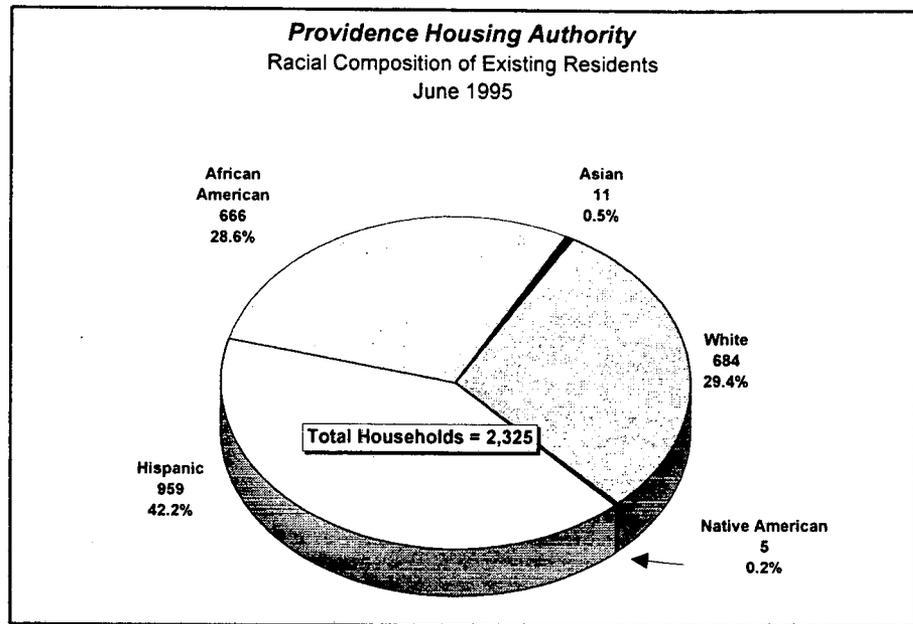
Source: PHA Socio-Economic Data and 1990 Census

**Figure 9**  
**Average Resident Age**  
**FY 1995**

**RACE**

Figures 10 and 11 outline the racial statistics for Providence Housing Authority developments. Figure 10 shows that the Providence Housing Authority's developments consist mostly of White, Hispanic, and African-American residents. Hispanic residents are the largest group overall, encompassing 42.2% of the Providence Housing Authority's population.

**Figure 10**  
**Race of Residents**  
**FY 1995**



Source PHA Socio-Economic Data (June 1995)

The family developments are primarily comprised of minority residents while the elderly/disabled high-rise residents are predominantly White. There are several reasons for this disparity: first, there is a limited number of African-Americans in elderly age cohorts. Second, primarily for cultural reasons, Hispanic Americans tend to live with their families longer than other racial groups.

However, these demographics are changing because the majority of Providence public housing applicants are minorities. In the last two years, Hispanics became the largest racial group in Providence Public Housing. See Section II for an in-depth comparison of FY 1994 and FY 1995. Figure 11 details racial composition by development.

DEVELOPMENT	RACE					Total
	White	Afro	Hisp	N Amer.	Asian	
Admiral Terrace	6	60	84	0	1	151
Chad Brown	8	101	85	0	1	195
Hartford Park	24	89	195	0	0	308
Manton Heights	21	91	212	0	0	324
Codding Court	2	46	17	1	0	66
Roger Williams	3	24	12	0	0	39
Scattered Sites	7	41	109	0	1	158
<b>SUBTOTAL (FAM)</b>	<b>71</b>	<b>452</b>	<b>714</b>	<b>1</b>	<b>3</b>	<b>1,241</b>
<b>PERCENT (FAM)</b>	<b>5.8%</b>	<b>36.4%</b>	<b>57.5%</b>	<b>0.1%</b>	<b>0.2%</b>	<b>100%</b>
Hartford Tower	31	21	59	0	0	111
Sunset Village	0	15	6	0	0	21
Dexter Manor I	78	58	53	0	2	191
Dexter Manor II	42	24	21	1	0	88
Dominica Manor	151	23	21	2	1	198
Carroll Tower	138	17	28	1	2	186
Kilmartin Plaza	34	38	31	0	0	103
Parenti Villa	139	18	26	0	3	186
<b>SUBTOTAL (ELD)</b>	<b>613</b>	<b>214</b>	<b>245</b>	<b>4</b>	<b>8</b>	<b>1,084</b>
<b>PERCENT (ELD)</b>	<b>56.5%</b>	<b>19.7%</b>	<b>22.6%</b>	<b>0.4%</b>	<b>0.7%</b>	<b>100%</b>
<b>GRAND TOTAL</b>	<b>684</b>	<b>666</b>	<b>959</b>	<b>5</b>	<b>11</b>	<b>2,325</b>
<b>TOTAL PERCENT</b>	<b>29.4%</b>	<b>28.6%</b>	<b>42.2%</b>	<b>0.3%</b>	<b>0.5%</b>	<b>100%</b>

Source: PHA Socio-Economic Data (June 1995)

#### AVERAGE FAMILY INCOME

The average family income at all the Providence Housing Authority developments is significantly lower than the citywide average of \$37,692. The PHA average family income (\$7,975 per year) is only 20% of the city average. Figure 12 itemizes the average income by development; Figure 13 compares the PHA averages to the city as a whole.

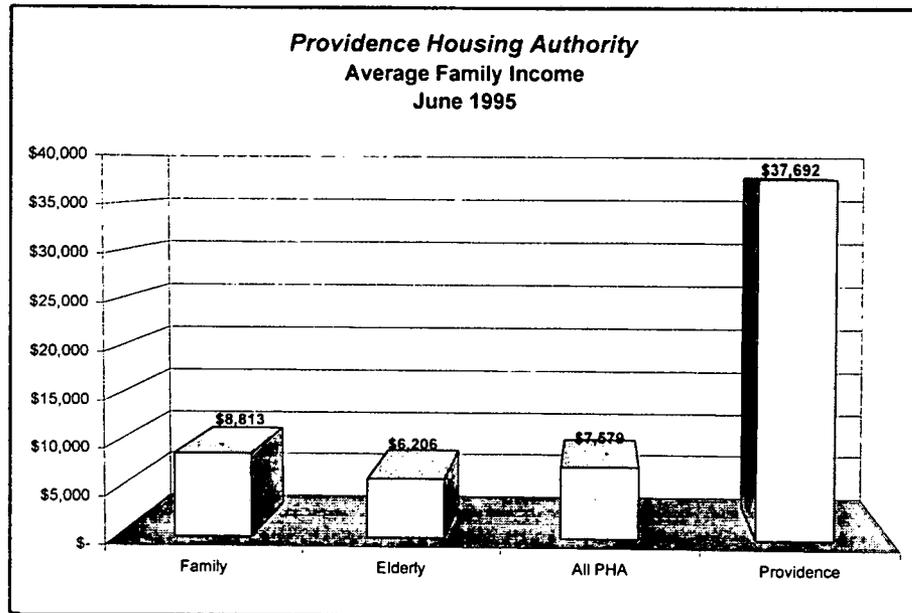
**Figure 11**  
**Race of Household**  
**FY 1995**

**Figure 12**  
Average Family Income  
FY 1995

<i>DEVELOPMENT</i>	<i>FAMILY INCOME</i>
Admiral Terrace	\$8,848
Chad Brown	\$8,556
Hartford Park (Family)	\$8,529
Manton Heights	\$8,451
Codding Court	\$8,472
Roger Williams	\$10,420
Scattered Sites	\$10,260
<b>AVERAGE INCOME (FAMILY)</b>	<b>\$8,813</b>
Hartford Tower (Elderly)	\$5,755
Sunset Village	\$5,780
Dexter Manor I	\$5,344
Dexter Manor II	\$6,518
Dominica Manor	\$6,812
Carroll Tower	\$6,785
Kilmartin Plaza	\$5,519
Parenti Villa	\$6,417
<b>AVERAGE INCOME (ELDERLY)</b>	<b>\$6,206</b>
<b>AVERAGE INCOME PHA</b>	<b>\$7,579</b>

Source: PHA Socio-Economic Data (June 1995)

**Figure 13**  
Average Family Income  
FY 1995



Source: PHA Socio-Economic Data and 1990 census

**HEAD OF HOUSEHOLD**

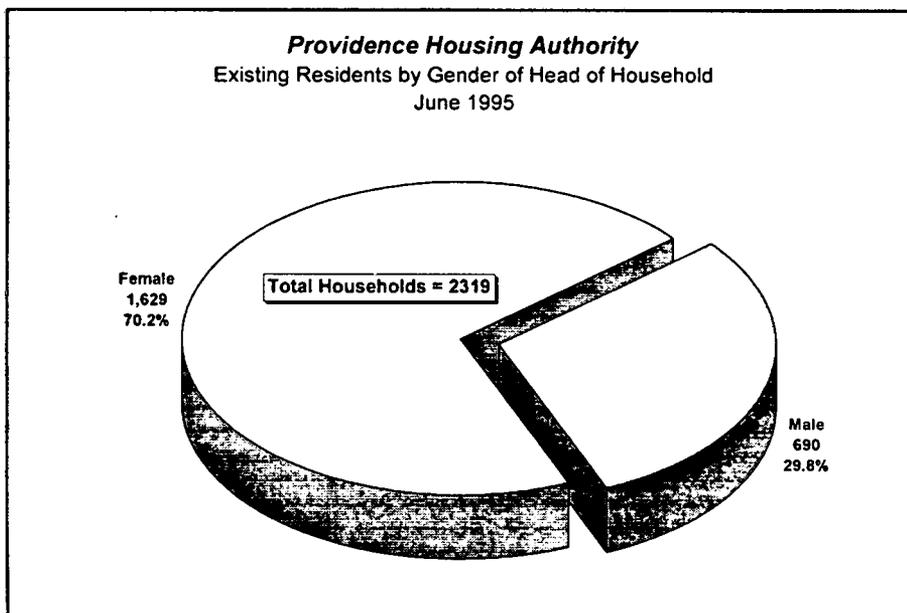
Males and females each constitute roughly half of the heads of household in the PHA elderly developments. However, in the family developments, female heads outnumber males in a ratio of nine to one. This huge disparity in the numbers of male and female headed households in the family developments is an indicator of the problems faced by the families in the

non-elderly developments. Many of these female headed families have only one adult in the residence but many children. Child care is an important service which these families need if they are to move beyond public housing. Please see Figures 14-17 for more detailed information.

DEVELOPMENT	MALE		FEMALE	
	NUMBER	PERCENT	NUMBER	PERCENT
Admiral Terrace	10	7%	141	93%
Chad Brown	16	8%	179	92%
Hartford Park (Family)	35	11%	273	89%
Manton Heights	49	15%	275	85%
Codding Court	12	18%	54	82%
Roger Williams	3	8%	36	92%
Scattered Sites	4	3%	148	98%
<b>SUBTOTAL (FAM)</b>	<b>129</b>	<b>10%</b>	<b>1,106</b>	<b>90%</b>
Hartford Tower (Elderly)	49	44%	62	56%
Sunset Village	15	71%	6	29%
Dexter Manor I	109	57%	82	43%
Dexter Manor II	38	43%	50	57%
Dominica Manor	90	45%	108	55%
Carroll Tower	92	49%	94	51%
Kilmartin Plaza	65	63%	38	37%
Parenti Villa	103	55%	83	45%
<b>SUBTOTAL (ELD)</b>	<b>561</b>	<b>52%</b>	<b>523</b>	<b>48%</b>
<b>GRAND TOTAL</b>	<b>690</b>	<b>30%</b>	<b>1,629</b>	<b>70%</b>

Source: PHA Socio-Economic Data (June 1995)

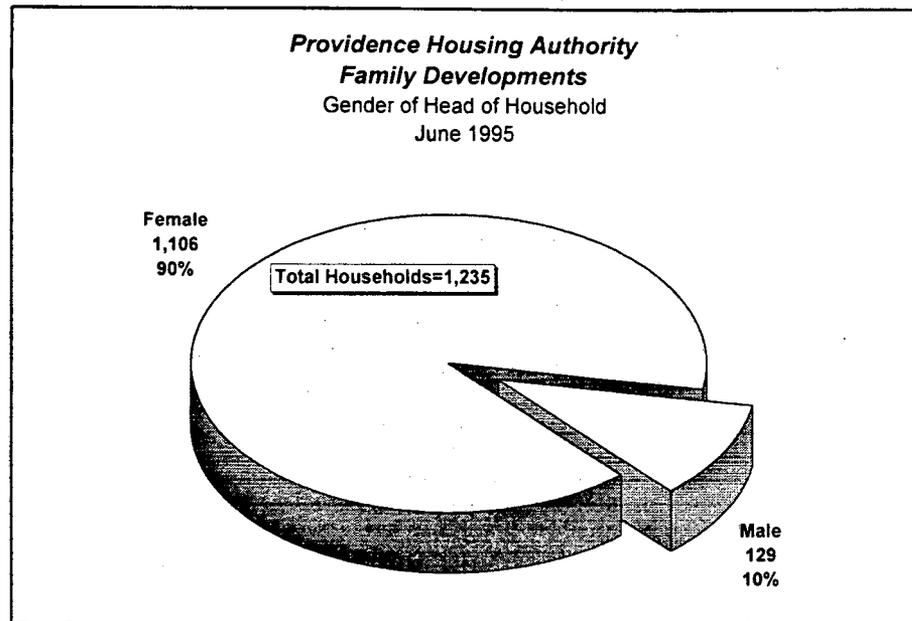
Figure 14  
Gender of Head of Household  
FY 1995



Source: PHA Socio-Economic Data (June 1995)

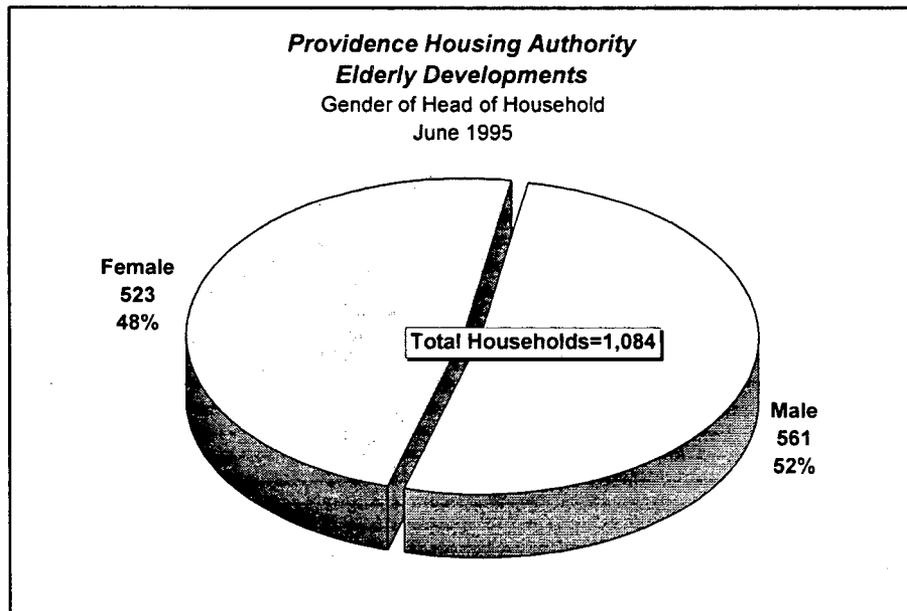
Figure 15  
Gender of Head of Household  
FY 1995

**Figure 16**  
**Family Developments**  
**Gender of Head of**  
**Household**  
**FY 1995**



Source: PHA Socio-Economic Data (June 1995)

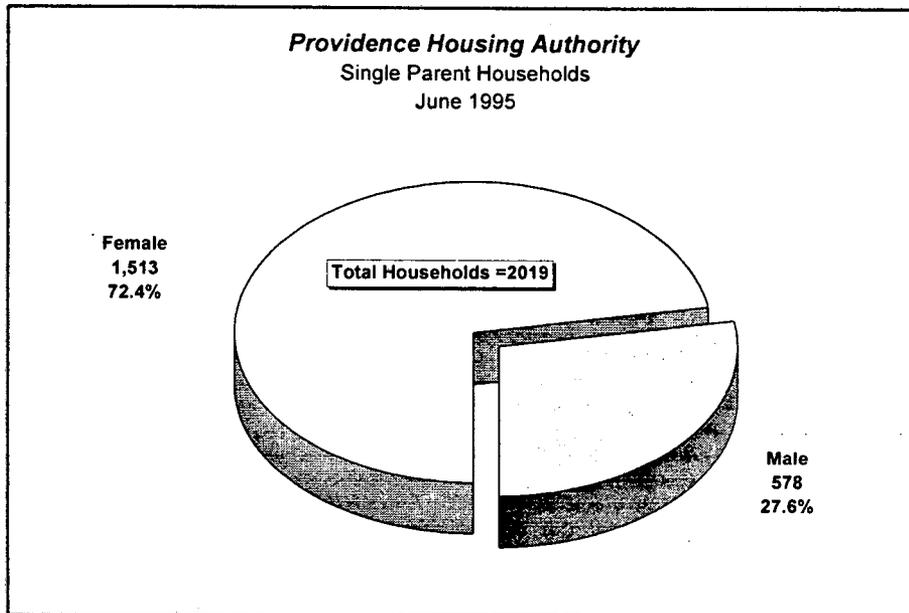
**Figure 17**  
**Elderly Developments**  
**Gender of Head of**  
**Household**  
**FY 1995**



Source: PHA Socio-Economic Data (June 1995)

**SINGLE PARENT HOUSEHOLDS**

An incredible 90.7% of PHA households are single parent households (89.8% of family households and 91.6% of elderly households). The majority (72.4%) of single parent households at the Providence Housing Authority are headed by women. Women hold the clear majority (94%) of single-parent households in the family developments; the single parent households in the elderly developments are split 49% female-headed and 51% male-headed. Figures 18 and 19 (following page) illustrate these data.



**Figure 18**  
Single Parent Households  
FY 1995

Source: PHA Socio-Economic Data (June 1995)

**DISABILITIES**

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

The Department of Housing and Urban Development recently ruled that housing authorities may designate elderly-only housing provided that allocation plans for other populations are included. The PHA has applied for and received permission to designate two developments elderly-only: Carroll Tower and Dominica Manor. Only elderly applicants are accepted as new Carroll Tower and Dominica Tower tenants. The disabled currently living in the two facilities are offered Section 8 housing assistance as incentive to move out voluntarily. However, the process of transforming those facilities

to elderly-only developments will take several years. Relatively few elderly persons apply for public housing because they are highly dissatisfaction with the developments. Figure 20 on the following page indicates the number individuals with disabilities living in Providence Housing Authority developments.

**Figure 19**  
**Single Parent Households**  
**By Development**  
**FY 1995**

DEVELOPMENT	MALE		FEMALE	
	NUMBER	PERCENT	NUMBER	PERCENT
Admiral Terrace	5	3%	134	97%
Chad Brown	9	5%	164	95%
Hartford Park (Family)	7	2%	265	98%
Manton Heights	40	13%	259	87%
Codding Court	10	16%	51	84%
Roger Williams	0	0%	35	100%
Scattered Sites	0	0%	117	100%
<b>SUBTOTAL (FAMILY)</b>	<b>71</b>	<b>6%</b>	<b>1,025</b>	<b>94%</b>
Hartford Tower (Elderly)	40	42%	56	58%
Sunset Village	14	74%	5	26%
Dexter Manor I	98	56%	76	44%
Dexter Manor II	28	40%	42	60%
Dominica Manor	82	44%	104	56%
Carroll Tower	87	49%	92	51%
Kilmartin Plaza	60	64%	34	36%
Parenti Villa	98	55%	79	45%
<b>SUBTOTAL (ELDERLY)</b>	<b>507</b>	<b>51%</b>	<b>488</b>	<b>49%</b>
<b>GRAND TOTAL</b>	<b>578</b>	<b>28%</b>	<b>1,513</b>	<b>72%</b>

Source: PHA Socio-Economic Data (June 1995)

DEVELOPMENT	PHYSICAL		MENTAL		TOTAL <sup>1</sup>	
	NO.	PCT.	NO.	PCT.	NO.	PCT.
Admiral Terrace	16	4%	6	2%	22	5%
Chad Brown	21	4%	9	2%	30	5%
Hartford Park	31	3%	9	1%	40	4%
Manton Heights	34	4%	20	3%	54	6%
Codding Court	3	3%	4	3%	7	6%
Roger Williams	3	3%	0	0%	3	3%
Scattered Sites	8	2%	14	3%	22	4%
<b>SUBTOTAL (FAM)</b>	<b>116</b>	<b>3%</b>	<b>62</b>	<b>2%</b>	<b>176</b>	<b>5%</b>
Hartford Tower	42	38	20	14%	62	44%
Sunset Village	12	53%	1	5%	13	53%
Dexter Manor I	77	37%	38	18%	115	55%
Dexter Manor II	33	30%	21	19%	54	49%
Dominica Manor	44	21%	40	19%	84	39%
Carroll Tower	51	26%	45	23%	96	49%
Kilmartin Plaza	52	47%	24	22%	76	68%
Parenti Villa	87	45%	15	8%	102	53%
<b>SUBTOTAL (ELD)</b>	<b>398</b>	<b>33%</b>	<b>204</b>	<b>7%</b>	<b>602</b>	<b>50%</b>
<b>GRAND TOTAL</b>	<b>514</b>	<b>10%</b>	<b>266</b>	<b>5%</b>	<b>778</b>	<b>15%</b>

Source: PHA Socio-Economic Data (June 1995)

*Figure 20*  
Residents With Disabilities  
FY 1995

## TRENDS OF SOCIO-ECONOMIC CHANGE

### FISCAL YEARS 1994 AND 1995

The data in the following section was compiled from archival PHA socio-economic data, current socio-economic data (June 1995), the Council of Large Public Housing Authorities report: "Demographic Characteristics of Public and Indian Housing Residents," and the 1990 census.

#### POPULATION

The total population of PHA residents has remained constant over the past year. Although each year units are reopened after modernization, others are subsequently depopulated for comprehensive modernization and rehabilitation. In the next few years, the PHA will finish the last phase of construction on 32 new units in Hartford Park and 88 new scattered site homes, as well as modernize 120 units at Codding Court. Overall rehabilitation is planned for the other PHA developments.

<sup>1</sup> As a percentage of PHA's total population

**Figure 21**  
**Resident Population By**  
**Development**  
**FY 1994-1995**

<b>DEVELOPMENT</b>	<b>POPULATION JUNE 1994</b>	<b>POPULATION JUNE 1995</b>	<b>PERCENT CHANGE</b>
Admiral Terrace	501	492	-1.7%
Chad Brown	629	611	-2.8%
Hartford Park	934	1115	19.4%
Manton Heights	751	912	21.4%
Codding Court	140	132	-5.7%
Roger Williams	116	112	-3.4%
Scattered Sites	587	602	2.6%
<b>SUBTOTAL (FAMILY)</b>	<b>3,658</b>	<b>3976</b>	<b>8.7%</b>
Hartford Tower	147	141	-4.1%
Sunset Village	28	23	-1.8%
Dexter Manor I	228	212	-7.0%
Dexter Manor II	112	110	-1.8%
Dominica Manor	224	218	-2.7%
Carroll Tower	201	198	-1.5%
Kilmartin Plaza	114	112	-1.8%
Parenti Villa	205	193	-5.9%
<b>SUBTOTAL (ELDERLY)</b>	<b>1,259</b>	<b>1207</b>	<b>-4.1%</b>
<b>GRAND TOTAL</b>	<b>4,917</b>	<b>5,183</b>	<b>5.4%</b>

Source: PHA Socio-Economic Data (June 1994, June 1995)

The most significant changes in population from 1994 have been in the family developments, which have had a total population increase of roughly 300 persons, as shown in Figure 21. Increases in Hartford Park and Manton Heights can be attributed to the modernization and rehabilitation over the past several years. The population of the scattered sites has also increased due to the construction of new units. There has been a decrease in the total population of the elderly/disabled units by about 50 persons. Each of the individual elderly/disabled developments have had comparable small decreases in population over the past year. This is perhaps attributable to the elderly tenants' dissatisfaction with the placement of disabled individuals in elderly developments.

**NUMBER OF FAMILIES**

Overall, the number of families who live in Providence public housing has increased by about one hundred. This increase is due to the large number of homes reopened to occupation after modernization and rehabilitation in Manton Heights and Hartford Park. Please see Figure 22 for comprehensive data on the change in family households by development.

<i>DEVELOPMENT</i>	<i>HOUSEHOLDS JUNE 1994</i>	<i>HOUSEHOLDS JUNE 1995</i>	<i>PERCENT CHANGE</i>
Admiral Terrace	151	150	-0.7%
Chad Brown	194	192	-1.0%
Hartford Park	274	307	12.0%
Manton Heights	268	325	23.3%
Codding Court	70	65	-7.1%
Roger Williams	40	39	-2.5%
Scattered Sites	138	152	10.1%
<b>SUBTOTAL (FAMILY)</b>	<b>1,135</b>	<b>1,230</b>	<b>8.4%</b>
Hartford Tower	117	111	-5.1%
Sunset Village	24	21	-12.5%
Dexter Manor I	197	191	-3.0%
Dexter Manor II	89	88	-1.1%
Dominica Manor	199	199	0%
Carroll Tower	190	186	-2.1%
Kilmartin Plaza	104	103	-1.0%
Parenti Villa	192	186	-3.1%
<b>SUBTOTAL (ELD)</b>	<b>1,112</b>	<b>1,086</b>	<b>-2.3%</b>
<b>GRAND TOTAL</b>	<b>2,247</b>	<b>2,316</b>	<b>3.1%</b>

Source: PHA Socio-Economic Data (June 1994, June 1995)

*Figure 22*  
Number of Households  
FY 1994-1995

#### *AVERAGE HOUSEHOLD SIZE*

The overall average household size has increased slightly over the past year. However, the 1995 average household size of 2.23 is below the 2.47 persons per household average of public housing residents in the nation as a whole. The non-elderly families of the PHA have a lower mean household size than other public housing residents (3.23 and 3.34, respectively). Nevertheless, the Providence Housing Authority's mean household size exceeds the average for all of the families in this country. The U.S. average family size in 1991 was 3.18 persons (CLPHA). Please see Figure 23 (following page) for a breakdown of the PHA data by development.

#### *AVERAGE AGE OF RESIDENTS*

Despite the recent additions to the resident population of the Providence Housing Authority as a result of extensive modernization, the average age has not changed substantially. The average age over all PHA units remains around thirty years old. There have been no significant changes in the average age of any individual development, which is demonstrated in Figure 24 (following page).

**Figure 23**  
Average Household Size  
FY 1994-1995

DEVELOPMENT	AVERAGE HOUSEHOLD SIZE	
	JUNE 1994	JUNE 1995
Admiral Terrace	3.32	3.27
Chad Brown	3.24	3.16
Hartford Park	3.42	3.63
Manton Heights	2.80	2.78
Codding Court	2.00	2.02
Roger Williams	2.40	2.87
Scattered Sites	4.63	4.04
<b>AVERAGE (FAMILY)</b>	<b>3.22</b>	<b>3.23</b>
Hartford Tower	1.26	1.27
Sunset Village	1.17	1.10
Dexter Manor I	1.16	1.11
Dexter Manor II	1.26	1.25
Dominica Manor	1.13	1.10
Carroll Tower	1.06	1.06
Kilmartin Plaza	1.10	1.09
Parenti Villa	1.07	1.04
<b>AVERAGE (ELDERLY)</b>	<b>1.13</b>	<b>1.11</b>
<b>AVERAGE ALL PHA</b>	<b>2.19</b>	<b>2.23</b>

Source: PHA Socio-Economic Data (June 1994, June 1995)

**Figure 24**  
Average Age of Residents  
FY 1994-1995

DEVELOPMENT	AVERAGE AGE	
	JUNE 1994	JUNE 1995
Admiral Terrace	20	20
Chad Brown	21	21
Hartford Park	19	19
Manton Heights	22	22
Codding Court	34	34
Roger Williams	23	22
Scattered Sites	19	19
<b>AVERAGE AGE (FAMILY)</b>	<b>21</b>	<b>21</b>
Hartford Tower	51	51
Sunset Village	50	53
Dexter Manor I	54	52
Dexter Manor II	55	54
Dominica Manor	62	62
Carroll Tower	61	60
Kilmartin Plaza	54	51
Parenti Villa	59	59
<b>AVERAGE (ELDERLY)</b>	<b>57</b>	<b>56</b>
<b>AVERAGE ALL PHA</b>	<b>30</b>	<b>29</b>

Source: PHA Socio-Economic Data (June 1994, June 1995)

**RACE**

The most notable change in the racial composition of PHA developments over the past several years has been the continued shift to a very significant Hispanic majority, particularly among the family developments. While the number of White residents in the family developments did not significantly decrease, the number of Hispanic residents increased substantially. Overall, the number of Whites in PHA developments decreased by approximately seventy, the number of African-Americans increased by about forty, and the number of Hispanics increased by roughly one hundred. The percent of the whole for each race is 30% (White), 29% (African-American), and 41% (Hispanic.) The numbers of Asian and Native American residents have not changed substantially; they remain approximately 2% of the PHA population.

---

**Figure 25 (Next Page)**  
**Households By Race**  
**FY 1994-1995**

---

In U.S. public housing authorities as a whole, 46% of all households are white. This number appears much larger than the PHA's White percentage of 29.4%. However, in the CLPHA's report on United States Indian and Public housing, Hispanics have not been placed in a separate racial category, therefore racial comparisons between Providence and the nation are difficult to make. Figure 25 (next page) details the changes in racial composition of the developments.

**AVERAGE FAMILY INCOME**

The average family income of all the PHA developments of \$7,587 is only 20% of the citywide average of \$37,692. The Providence housing authority average income is above the national housing authority mean income of \$5,850 which is less than 19% of the U.S. median income in 1993 (CLPHA).

The average PHA income is actually decreasing. In 1994-1995 the average family incomes of both the elderly and the family residents decreased by approximately \$500. The income decreases were generally spread evenly among the different developments. Exceptions can be found among three of the family developments. Roger Williams and Coddington Court had very large falls in average income of over \$2,000 and \$3,000, respectively, while Manton Heights actually had an increase in average income of over \$400. All of the elderly developments experienced a decrease in average income. The average income of PHA residents as a whole also decreased by approximately \$500.

This large decrease may be attributable to the cuts in the federal government's General Public Assistance program. This affected a great many of the Providence Housing Authority's residents. The cut's effect can be seen in the increased percentage of PHA residents who are now paying some portion of their rent (approximately 11%) as compared to the percentages before the cuts (approximately 1%). See Figure 26 (page 21) for details of average family income of PHA residents in 1994 and 1995.

DEVELOPMENT	RACE												TOTAL
	WHITE		AFRICAN AMERICAN		HISPANIC		NATIVE AMERICAN		ASIAN		TOTAL		
	1994	1995	1994	1995	1994	1995	1994	1995	1994	1995	1994	1995	
Admiral Terrace	7	6	60	60	84	84	0	0	0	0	151	151	
Chad Brown	8	8	105	101	80	85	0	0	1	1	194	195	
Hartford Park	25	24	84	89	165	195	0	0	0	0	274	308	
Manton Heights	17	21	83	91	168	212	0	0	0	0	268	324	
Codding Court	3	2	52	46	14	17	1	1	0	0	70	66	
Roger Williams	4	3	26	24	10	12	0	0	0	0	40	39	
Scattered Sites	8	7	29	41	100	109	0	0	1	1	138	159	
<b>SUBTOTAL (FAM)</b>	<b>72</b>	<b>71</b>	<b>439</b>	<b>452</b>	<b>621</b>	<b>714</b>	<b>1</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>1,135</b>	<b>1,242</b>	
Hartford Tower	36	31	21	21	60	59	0	0	0	0	117	111	
Sunset Village	1	0	15	15	8	6	0	0	0	0	24	21	
Dexter Manor I	98	78	52	58	45	53	0	0	2	2	197	191	
Dexter Manor II	42	42	24	24	22	21	1	1	0	0	89	88	
Dominica Manor	162	151	12	23	23	21	2	2	0	1	199	198	
Carroll Tower	147	138	15	17	26	28	1	1	1	2	190	186	
Kilmartin Plaza	41	34	31	38	31	31	1	0	0	0	104	103	
Parenti Villa	151	139	13	18	26	26	0	0	2	3	192	186	
<b>SUBTOTAL (ELD)</b>	<b>678</b>	<b>613</b>	<b>183</b>	<b>214</b>	<b>241</b>	<b>245</b>	<b>5</b>	<b>4</b>	<b>5</b>	<b>8</b>	<b>1,259</b>	<b>1,084</b>	
<b>GRAND TOTAL</b>	<b>750</b>	<b>684</b>	<b>622</b>	<b>666</b>	<b>862</b>	<b>959</b>	<b>6</b>	<b>5</b>	<b>7</b>	<b>9</b>	<b>2,247</b>	<b>2,326</b>	
<b>PERCENT</b>	<b>38.8%</b>	<b>30%</b>	<b>28.0%</b>	<b>29%</b>	<b>38.0%</b>	<b>41%</b>	<b>0.3%</b>	<b>0.3%</b>	<b>0.3%</b>	<b>0.5%</b>	<b>100%</b>	<b>100%</b>	

Source: PHA Socio-Economic Data (June 1994, June 1995)

DEVELOPMENT	AVERAGE FAMILY INCOME		
	1994	1995	PERCENT CHANGE
Admiral Terrace	\$9,019	\$8,848	-1.9%
Chad Brown	\$9,284	\$8,556	-7.8%
Hartford Park	\$9,069	\$8,529	-6.0%
Manton Heights	\$8,008	\$8,451	5.5%
Codding Court	\$11,721	\$8,472	-27.7%
Roger Williams	\$12,505	\$10,420	-16.7%
Scattered Sites	\$10,864	\$10,260	-5.6%
<b>AVERAGE INCOME (FAMILY)</b>	<b>\$9,351</b>	<b>\$8,813</b>	<b>-5.8%</b>
Hartford Tower	\$6,077	\$5,755	-5.3%
Sunset Village	\$5,969	\$5,780	-3.1%
Dexter Manor I	\$5,481	\$5,344	-2.5%
Dexter Manor II	\$7,495	\$6,518	-13.0%
Dominica Manor	\$7,695	\$6,812	-11.5%
Carroll Tower	\$6,983	\$6,785	-2.8%
Kilmartin Plaza	\$6,299	\$5,519	-12.4%
Parenti Villa	\$6,719	\$6,417	-4.5%
<b>AVERAGE INCOME (ELDERLY)</b>	<b>\$6,659</b>	<b>\$6,206</b>	<b>-6.8%</b>
<b>AVERAGE ALL PHA</b>	<b>\$8,019</b>	<b>\$7,579</b>	<b>-5.5%</b>

Source: PHA Socio-Economic Data (June 1994, June 1995)

**Figure 26**  
Average Family Income  
FY 1994-1995

#### HEAD OF HOUSEHOLD

There have been no significant changes in the gender composition of PHA heads of household. The majority (70%) of all PHA households are headed by women. The ratio of male to female headed household has remained constant over all developments. See Figure 27 (following page) for detail.

**Figure 27 (Next Page)**  
Gender of Head of  
Household  
FY 1994-1995

DEVELOPMENT	MALE				FEMALE			
	NUMBER		PERCENT		NUMBER		PERCENT	
	FY 94	FY 95	FY 94	FY 95	FY 94	FY 95	FY 94	FY 95
Admiral Terrace	10	10	7%	7%	141	141	93%	93%
Chad Brown	14	16	7%	8%	180	179	93%	92%
Hartford Park	34	35	12%	11%	240	273	88%	89%
Manton Heights	44	49	16%	15%	224	275	84%	85%
Codding Court	11	12	16%	18%	59	54	84%	82%
Roger Williams	3	3	8%	8%	37	36	93%	92%
Scattered Site	6	4	5%	3%	132	148	95%	98%
<b>SUBTOTAL (FAMILY)</b>	<b>122</b>	<b>129</b>	<b>11%</b>	<b>11%</b>	<b>1013</b>	<b>1,106</b>	<b>89%</b>	<b>89%</b>
Hartford Tower	53	49	45%	44%	64	62	55%	56%
Sunset Village	16	15	67%	71%	8	6	33%	29%
Dexter Manor I	118	109	60%	57%	79	82	40%	43%
Dexter Manor II	41	38	46%	43%	48	50	54%	57%
Dominica Manor	94	90	47%	45%	105	108	53%	55%
Carroll Tower	88	92	46%	49%	102	94	54%	51%
Kilmartin Plaza	61	65	59%	63%	43	38	41%	37%
Parenti Villa	109	103	57%	55%	83	83	43%	45%
<b>SUBTOTAL (ELDERLY)</b>	<b>580</b>	<b>561</b>	<b>52%</b>	<b>52%</b>	<b>532</b>	<b>523</b>	<b>48%</b>	<b>48%</b>
<b>GRAND TOTAL</b>	<b>702</b>	<b>690</b>	<b>31%</b>	<b>30%</b>	<b>1545</b>	<b>1,629</b>	<b>69%</b>	<b>70%</b>

Source: PHA Socio-Economic Data. (June 1994, June 1995)

**SINGLE PARENT HOUSEHOLDS**

There were only minor changes in the percentages of male and female headed single parent households between 1994 and 1995. While the percentage of female headed single parent families decreased from 95% to 94%, the percentage of single, female-headed, elderly households increased from 48% to 49%. See Figure 28 (following page) for more detailed data.

**Figure 28 (Next Page)**  
**Single Parent Households**  
**FY 1994-1995**

DEVELOPMENT	MALE				FEMALE			
	NUMBER		PERCENT		NUMBER		PERCENT	
	FY 94	FY 95	FY 94	FY 95	FY 94	FY 95	FY 94	FY 95
Admiral Terrace	3	5	2%	3%	131	134	98%	97%
Chad Brown	7	9	4%	5%	169	164	96%	95%
Hartford Park	6	7	3%	2%	231	265	97%	98%
Manton Heights	33	40	13%	13%	213	259	87%	87%
Codding Court	9	10	14%	16%	55	51	86%	84%
Roger Williams	0	0	0%	0%	36	35	100%	100%
Scattered Sites	0	0	0%	0%	115	117	100%	100%
<b>SUBTOTAL (FAMILY)</b>	<b>58</b>	<b>71</b>	<b>5%</b>	<b>6%</b>	<b>950</b>	<b>1,025</b>	<b>95%</b>	<b>94%</b>
Hartford Tower	42	40	42%	42%	58	56	58%	58%
Sunset Village	15	14	68%	74%	7	5	32%	26%
Dexter Manor I	108	98	61%	56%	70	76	39%	44%
Dexter Manor II	29	28	40%	40%	43	42	60%	60%
Dominica Manor	79	82	44%	44%	101	104	56%	56%
Carroll Tower	82	87	45%	49%	100	92	55%	51%
Kilmartin Plaza	57	60	60%	64%	38	34	40%	36%
Parenti Villa	104	98	57%	55%	78	79	43%	45%
<b>SUBTOTAL (ELDERLY)</b>	<b>516</b>	<b>507</b>	<b>52%</b>	<b>51%</b>	<b>495</b>	<b>488</b>	<b>48%</b>	<b>49%</b>
<b>GRAND TOTAL</b>	<b>574</b>	<b>578</b>	<b>29%</b>	<b>28%</b>	<b>1,445</b>	<b>1,513</b>	<b>72%</b>	<b>72%</b>

SOURCE: PHA Socio-Economic Data (July 1993, June 1994)

#### DISABILITIES

The eight developments listed above as elderly public housing are also home to residents who qualify for housing assistance due to physical or mental disabilities. These developments were originally designed to serve the needs of the elderly exclusively, but changes in federal legislation have allowed disabled residents over the age of eighteen to join the elderly at these residences. Disabled residents currently comprise 15% of the total PHA population. This is very similar to the national average in which 14% of public housing residents are disabled (CLPHA). In Providence Housing Authority developments designated for the elderly and disabled, the percentage of disabled residents is 50%.

PHA surveys reveal that the presence of young disabled persons significantly impacts the elderly residents' perceived quality of life. Last spring, the Department of Housing and Urban Development released their final rules regarding Congressional legislation that allows elderly-only developments. The PHA is pursuing opportunities to house its elderly residents separately from its non-elderly disabled population. Figure 29 (following page) displays statistics regarding the incidence of disabilities among PHA residents.

*Figure 29 (Next Page)*  
Residents with Disabilities  
FY 1994-1995

DEVELOPMENT	PHYSICAL			MENTAL			TOTAL		
	JUNE 1994 NO.	JUNE 1994 PCT.	JUNE 1995 PCT.	JUNE 1994 NO.	JUNE 1994 PCT.	JUNE 1995 PCT.	JUNE 1994 NO.	JUNE 1994 PCT.	JUNE 1995 PCT.
Admiral Terrace	20	4%	4%	6	1%	2%	26	5%	5%
Chad Brown	19	3%	4%	3	0.47%	2%	22	3%	5%
Hartford Park	17	2%	3%	5	1%	1%	22	2%	4%
Manton Heights	32	4%	4%	3	0%	3%	35	5%	6%
Coddling Court	7	5%	3%	2	1%	3%	9	6%	6%
Roger Williams	2	2%	3%	1	1%	0%	3	3%	3%
Scattered Sites	6	1%	2%	13	2%	3%	19	3%	4%
<b>SUBTOTAL (FAM)</b>	<b>103</b>	<b>3%</b>	<b>3%</b>	<b>33</b>	<b>1.3%</b>	<b>2%</b>	<b>136</b>	<b>3.9%</b>	<b>5%</b>
Hartford Tower	40	27%	38%	15	10%	14%	55	37%	44%
Sunset Village	14	50%	53%	1	4%	5%	15	53%	53%
Dexter Manor I	87	38%	37%	32	14%	18%	119	52%	55%
Dexter Manor II	32	28%	30%	18	16%	19%	50	45%	49%
Dominica Manor	50	22%	21%	40	18%	19%	90	40%	39%
Carroll Tower	48	24%	26%	45	22%	23%	93	46%	49%
Kilmartin Plaza	51	45%	47%	22	19%	22%	73	64%	68%
Parenti Villa	88	43%	45%	19	9%	8%	107	52%	53%
<b>SUBTOTAL (ELD)</b>	<b>410</b>	<b>35%</b>	<b>33%</b>	<b>192</b>	<b>14%</b>	<b>7%</b>	<b>602</b>	<b>48.6%</b>	<b>50%</b>
<b>GRAND TOTAL</b>	<b>513</b>	<b>10.4%</b>	<b>10%</b>	<b>225</b>	<b>4.5%</b>	<b>5%</b>	<b>738</b>	<b>15%</b>	<b>15%</b>

Source: PHA Tenant Selection Data (June 1994, June 1995)

\* Percent of all PHA residents

---

**PROFILE OF PROSPECTIVE RESIDENTS**


---

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

**APPLICANTS' CURRENT HOMES**

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

<b>NEIGHBORHOOD</b>	<b>NUMBER OF APPLICANT FAMILIES</b>
Blackstone	2
College Hill	5
Charles	11
Downtown	15
Elmhurst	13
Elmwood	248
Federal Hill	61
Fox Point	2
Hartford Park	46
Hope	2
Lower South Providence	113
Manton	11
Mount Hope	27
Mount Pleasant	21
Olneyville	72
Reservoir	9
Silver Lake	53
Smith Hill	50
South Elmwood	2
Upper South Providence	82
Valley	19
Washington Park	70
Wanskuck	54
Wayland	1
West End	184
ELSEWHERE (Providence)	49
ELSEWHERE (State)	101
ELSEWHERE(Out of State)	15
<b>TOTAL</b>	<b>1338</b>

---

*Figure 30*  
Prospective Residents By  
Neighborhood  
FY 1995

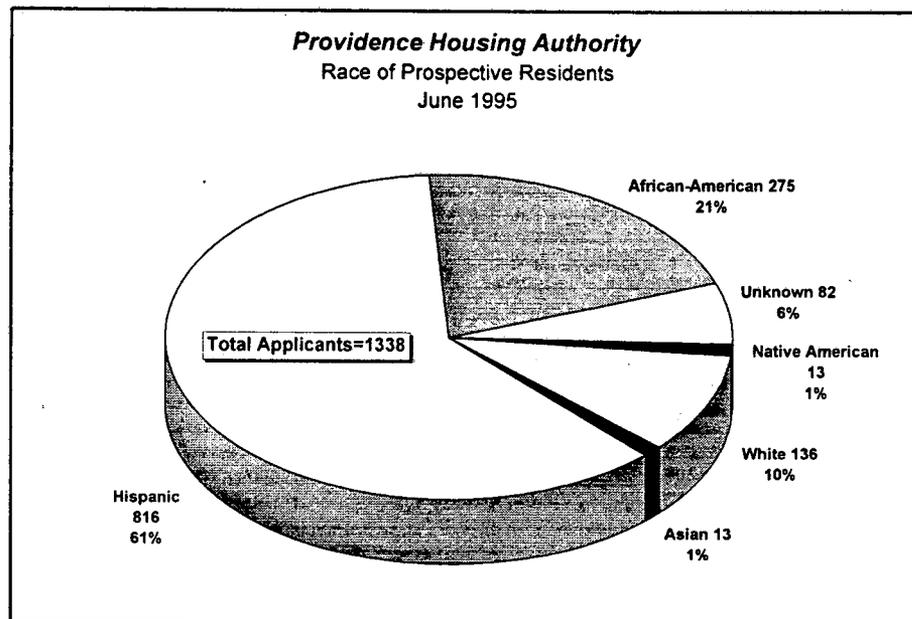
---

Source: PHA Tenant Selection Office (June 1995)

**RACE OF PROSPECTIVE RESIDENTS**

Consistent with 1994 applicant statistics, Hispanics form the largest racial group of applicants for Providence public housing. With 816 requests for units, this group comprises 61% of all applicants. African-Americans claim 21% of the city's public housing applicant pool, requesting 275 units. The remainder of the waiting list consists of Whites (10% or 136 households), Native Americans (1% or 13 households), Asian Americans (1% or 13 households), and households for which these racial categories are unknown (6% or 82 households).

**Figure 31**  
**Race of Prospective**  
**Residents**  
**FY 1995**

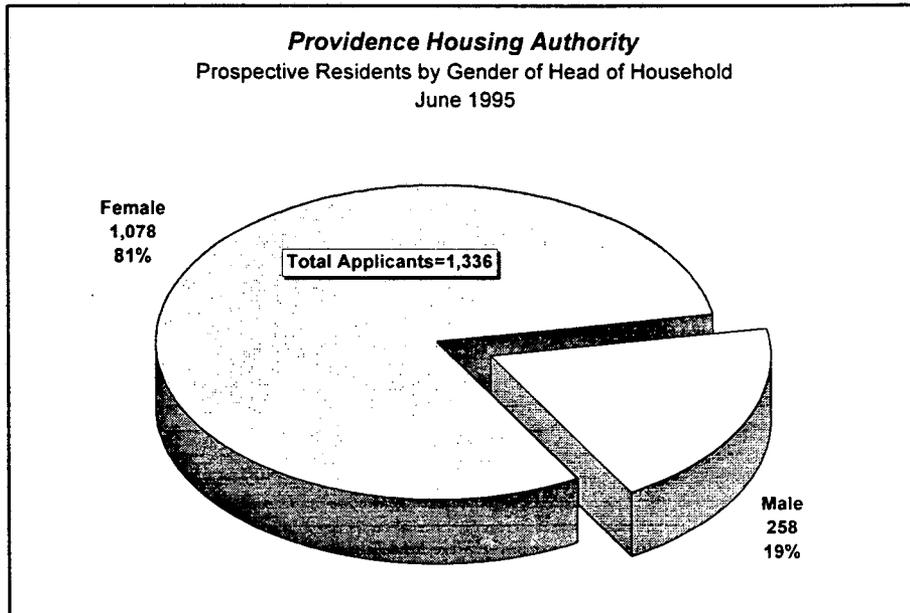


Source: PHA Tenant Selection Office (June 1995)

Even though the racial composition of the 1995 public housing applicant pool is roughly equivalent to the demographics of the 1994 list, the absolute numbers are much higher. The PHA's waiting list is only opened for families only once every two to three years. The family waiting list was last in August of 1994. In June of last year the waiting list had been closed for several years whereas in June of 1995 it has only been closed for nine months, this accounts for the higher numbers this year as opposed to last year.

**GENDER OF PROSPECTIVE HEAD OF HOUSEHOLD**

Figure 32 depicts the proportionate gender of household heads awaiting public housing in Providence. Similar to the extant PHA resident population, female heads of household comprise 81% of 1995 public housing applicants, ensuring the continued statistical dominance of female household heads.



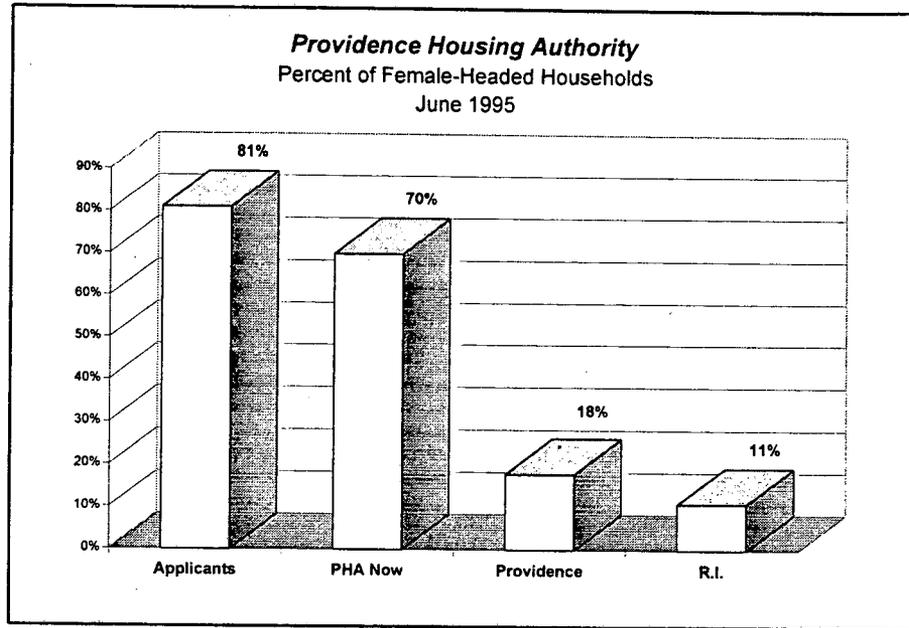
**Figure 32**  
**Gender of Prospective Head**  
**of Households**  
**FY 1995**

Source: PHA Tenant Selection Office (June 1995)

**FEMALE HEADED HOUSEHOLDS**

The preceding pie chart (Figure 32) indicates that 81% of prospective resident families are headed by women. This proportion is greater than the proportion of current PHA female-headed households (70%). Moreover, the percent of applicant households which are headed by women dwarfs the city-wide and state statistics; women head only 18% of all Providence households, and just 11% of all Rhode Island households. Figure 33 illustrates these differences.

**Figure 33**  
**Percent of Female-Headed**  
**Households**  
**FY 1995**



Source: PHA Tenant Selection Office (June 1995)

---

**DESCRIPTION OF NEIGHBORHOODS**


---

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

**SMITH HILL**
**CHAD BROWN**

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

**ADMIRAL TERRACE**

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

**SUNSET VILLAGE**

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

**CARROLL TOWER**

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

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

<b>Smith Hill</b>	
<b>Population</b>	6003
<b>Median Age</b>	27.7
<b>Median Household Income</b>	\$19,245
<b>Median Family Income</b>	\$20,707
<b>Families Below Poverty Level</b>	27% (356)
<b>Persons Below Poverty level</b>	30% (1816)
<b>Total Housing Units</b>	2,643
<b>Persons Per Housing Unit</b>	2.65
<b>PHA residents as a percentage of the neighborhood</b>	22% (1324)

## LOWER SOUTH PROVIDENCE

### ROGER WILLIAMS

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

Roger Williams is located in the Lower South Providence neighborhood of Providence. This neighborhood is characterized by low incomes and one to three unit dwellings. The Lower South Providence neighborhood is further characterized by the following 1990 census data:

<i>Lower South Providence</i>	
Population	5,065
Median Age	26.1
Median Household Income	\$16,752
Median Family Income	\$18,867
Families Below Poverty Level	30% (339)
Persons Below Poverty level	28% (1421)
Total Housing Units	1,750
Persons Per Housing Unit	3.40
PHA residents as a percentage of the neighborhood	2.2% (112)

## WEST END

### CODDING COURT

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

### KILMARTIN PLAZA

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

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

<b>West End</b>	
<b>Population</b>	14,828
<b>Median Age</b>	26.8
<b>Median Household Income</b>	\$15,518
<b>Median Family Income</b>	\$19,758
<b>Families Below Poverty Level</b>	31% (1013)
<b>Persons Below Poverty level</b>	33% (4681)
<b>Total Housing Units</b>	5,542
<b>Persons Per Housing Unit</b>	3.03
<b>PHA residents as a percentage of the neighborhood</b>	1.6% (244)

## **HARTFORD**

### **HARTFORD PARK**

This development houses both family and elderly households in its 531 units. The PHA designates 111 units for the elderly while the remaining units provide family housing. Many new units were constructed and opened at the end of 1994. Eventually, further units will be completed bring the total up to 540. Hartford Park adjoins a recreational field, light manufacturing, and a residential neighborhood. Bus transportation, numerous stores, and services are all nearby.

**Hartford Park** is located in the Hartford neighborhood of Providence. This neighborhood is characterized by moderate incomes and multi-unit family homes as well as the following 1990 census data:

<b>Hartford</b>	
<b>Population</b>	4,876
<b>Median Age</b>	29.8
<b>Median Household Income</b>	\$25,296
<b>Median Family Income</b>	\$30,018
<b>Families Below Poverty Level</b>	15% (197)
<b>Persons Below Poverty level</b>	17% (839)
<b>Total Housing Units</b>	2,253
<b>Persons Per Housing Unit</b>	2.59
<b>PHA residents as a percentage of the neighborhood</b>	25.8% (1256)

## OLNEYVILLE

### *MANTON HEIGHTS*

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

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

<i>Olneyville</i>	
<b>Population</b>	5,910
<b>Median Age</b>	27.5
<b>Median Household Income</b>	\$14,770
<b>Median Family Income</b>	\$16,857
<b>Families Below Poverty Level</b>	36% (498)
<b>Persons Below Poverty level</b>	37% (2208)
<b>Total Housing Units</b>	2,726
<b>Persons Per Housing Unit</b>	2.72
<b>PHA residents as a percentage of the neighborhood</b>	15.2% (900)

## DOWNTOWN

### *DEXTER MANOR*

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

### *DEXTER MANOR II*

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

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

<b>Downtown</b>	
<b>Population</b>	2,426
<b>Median Age</b>	42.7
<b>Median Household Income</b>	\$9,951
<b>Median Family Income</b>	\$35,375
<b>Families Below Poverty Level</b>	9% (20)
<b>Persons Below Poverty level</b>	28% (455)
<b>Total Housing Units</b>	1,393
<b>Persons Per Housing Unit</b>	1.35
<b>PHA residents as a percentage of the neighborhood</b>	5.4% (322)

## **FEDERAL HILL**

### **PARENTI VILLA**

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

### **DOMINICA MANOR**

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

**Parenti Villa and Dominica Manor** are located in the Federal Hill neighborhood of Providence which is characterized by middle incomes. The following 1990 US Census data describe Federal Hill:

<b>Federal Hill</b>	
<b>Population</b>	6,919
<b>Median Age</b>	33.7
<b>Median Household Income</b>	\$14,273
<b>Median Family Income</b>	\$20,260
<b>Families Below Poverty Level</b>	27% (427)
<b>Persons Below Poverty level</b>	34% (2341)
<b>Total Housing Units</b>	4,018
<b>Persons Per Housing Unit</b>	2.11
<b>PHA residents as a percentage of the neighborhood</b>	5.9% (411)

Department of

# Rental Housing

*Annual Inspections*  
*Certificate/Voucher Turnover*  
*Leases Executed*  
*Recertifications*  
*Fee Distribution by Program*  
*Housing Assistance Payments*  
*Turnover Rate*  
*Lease Rate*  
*Interviews Conducted*  
*Waiting List*  
*Adjustments*  
*Inventory of Units*



# RENTAL HOUSING

## INTRODUCTION

The Rental Housing Department is responsible for administering the PHA's Section 8 Rental Housing Program. The department staff of ten, consisting of a department director, a senior program representative, seven program representatives, and a secretary, administered 2,365 rental housing units in FY 1995.

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

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

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

Section 8 rental assistance is an element of four special programs: Family Self-Sufficiency/Operation Bootstrap (FSS), Project-Based Assistance (PBA), Single Room Occupancy (SRO), and Rental Rehabilitation. FSS combines rental assistance with job-training to encourage economic self-sufficiency among residents; 47 certificates are designated for participants in this program. PBA units are site-specific and are intended to create additional rental units. SRO units are low-service one-room apartments designed as transitory residences for low-income individuals. Rental Rehabilitation units are site-based and are granted to property owners to supply them with a steady stream of income in exchange for rehabilitation of the property.

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

<b>PROGRAM</b>	<b>LEASED</b>	<b>FUNDING SOURCE</b>
Family Self-Sufficiency and Operation Bootstrap	47	Certificates
Project-based Assistance	46	Certificates
Single Room Occupancy (SRO)	124	Moderate Rehabilitation
Rental Rehabilitation	178	Certificates and Vouchers

**PORTABILITY**

Regulatory changes allow Section 8 Certificate and Voucher participants to move to other cities and states. This change has added additional administrative burdens for the program, such as a billing procedure. The portability regulation has begun to impact the PHA's Section 8 program, resulting in a net loss of 56 certificates and vouchers. While a serious erosion of our administrative fee income could result if more certificate and voucher holders elect to move to other cities, 56 vouchers and certificates out of a total of 2,635 is not yet a major concern.

**VOUCHER AND CERTIFICATE PORTABILITY**

<b>PROGRAM</b>	<b>INCOMING</b>	<b>OUTGOING</b>	<b>NET EFFECT</b>
Certificates	115	98	+17
Vouchers	62	118	-73
<b>TOTAL</b>	<b>177</b>	<b>216</b>	<b>-56</b>

**SINGLE ROOM OCCUPANCY (SRO)**

The PHA assists two Single Room Occupancy Developments with Section 8 Moderate Rehabilitation Assistance. They are the Providence YMCA Tower located on Broad Street and Advent House located on the city's West End neighborhood. The department also advertised a Request for Proposals for other SRO projects. A proposal was submitted to the Department of Housing and Urban Development for an additional 64 units for a proposed SRO for the Washington Street Plaza, located in the Federal Hill/West End neighborhood.

**SRO PROJECTS**

<b>DEVELOPMENT</b>	<b>NO. UNITS</b>	<b>STATUS</b>
YMCA Tower	90	Completed/Operational
Advent House	34	Completed/Operational
Washington Street Plaza	64	Pending at HUD

**PROJECT BASED ASSISTANCE**

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

**PBA PROJECTS**

<b>DEVELOPMENT</b>	<b>NO. UNITS</b>	<b>STATUS</b>
University Heights	21	Completed/Operational
Niagra Place	18	Completed/Operational
West End II	7	Completed/Operational

**RENTAL SURVEY**

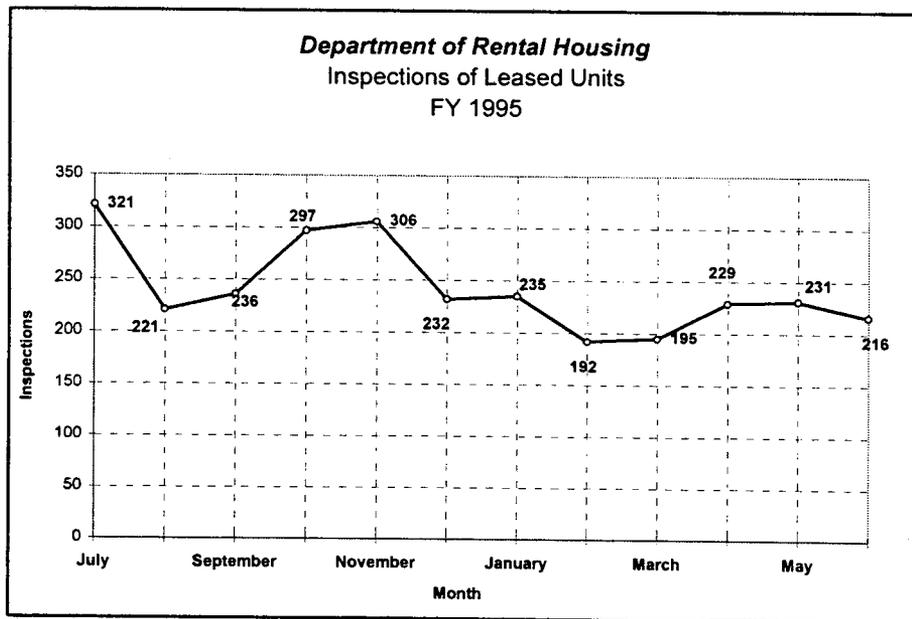
The department conducts an ongoing survey of rental housing costs throughout the city. The purpose of the survey is to determine the market cost of renting property in various sections of the city. The survey is used to assist the department in assuring that rent reasonableness is considered before executing a lease with a property owner under the Section 8 program.

**DEPARTMENT GOALS AND OBJECTIVES**

The department was successful in meeting or exceeding all its goals and objectives that were established in the Goals Management Plan. Of primary importance to the housing authority was the 99% lease rate. By maintaining a high lease rate, the department earned more in administrative fees than it cost to operate the department. These funds are placed in the PHA's General Fund to offset funding expense in other areas.

**ANNUAL INSPECTIONS**

Federal regulations state that agencies administering the Section 8 Program must give each unit a Housing Quality Inspection before lease execution and annually during occupancy. Program representatives conduct the inspections and record them in the tenant file. After inspection, the Providence Housing Authority notifies the property owner of any deficiencies and requires the owner to make repairs within a specified time period. Non-compliance results in either the denial of housing assistance payments or lease cancellation. The Providence Housing Authority assists all tenants with canceled leases to locate suitable replacement housing.



**Figure 1**  
**Annual Inspections**  
**FY 1995**  
The number of annual inspections performed varies from month to month, ranging from a high of 321 in July to a low of 192 in February. Rental Housing performed a total of 2,911 inspections.

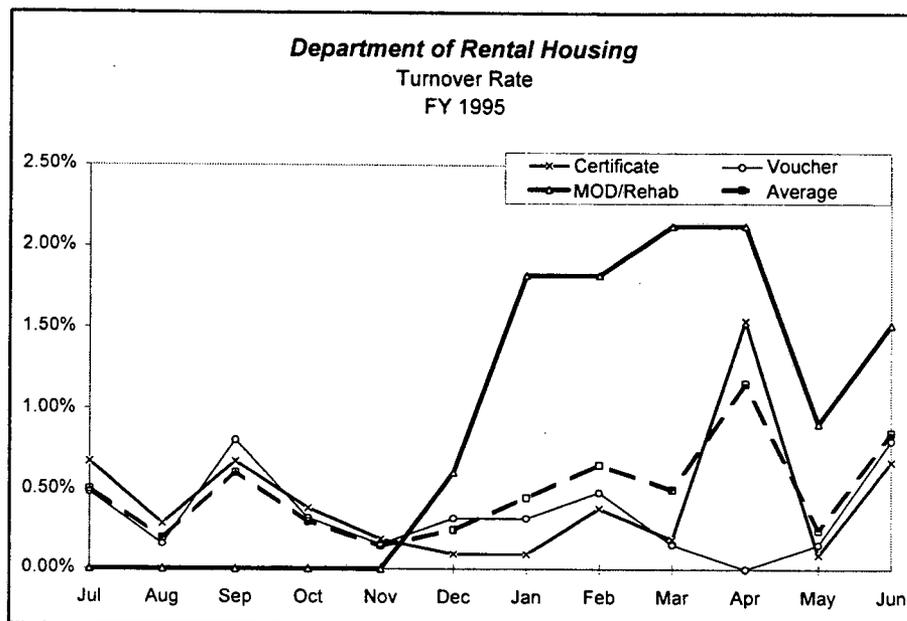
During FY 1995, the Rental Housing staff performed 2,911 inspections. In the previous fiscal year, the staff inspected 2,690 units. In addition to annual and pre-lease inspections, Figure 1 includes inspections conducted as a result of damage or resident complaints.

### CERTIFICATE/VOUCHER TURNOVER RATE

When a program participant declines rental assistance, the PHA re-issues their Section 8 certificate or voucher to a new applicant, and the certificate/voucher turns over. In FY 1995, the overall Section 8 turnover rate was 5.89%. The annual certificate turnover rate was 5.3%, the voucher rate was 4.2%, and the Mod/Rehab rate was 10.94%. Although the rate varies from month-to-month, Section 8 subsidies are leased immediately after turnover. In FY 1994, 145 certificates and vouchers turned, compared to 117 in FY 1995.

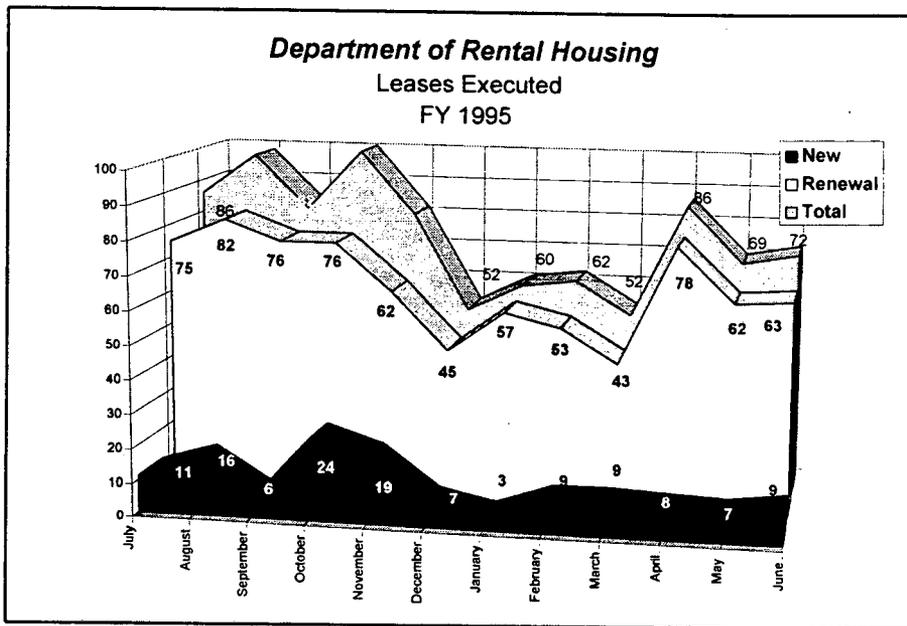
**Figure 2**  
**Turnover Rate**  
**FY 1995**

The monthly turnover rate for Section 8 certificates and vouchers remains low. At its highest point, the turnover rate for all PHA Section 8 units (excluding 11-B) reached just over 1%. The annual Section 8 turnover rate was 5.89%; 4.9% of certificates and vouchers turned. Turnover varies as a result of private housing market trends.



### LEASES EXECUTED

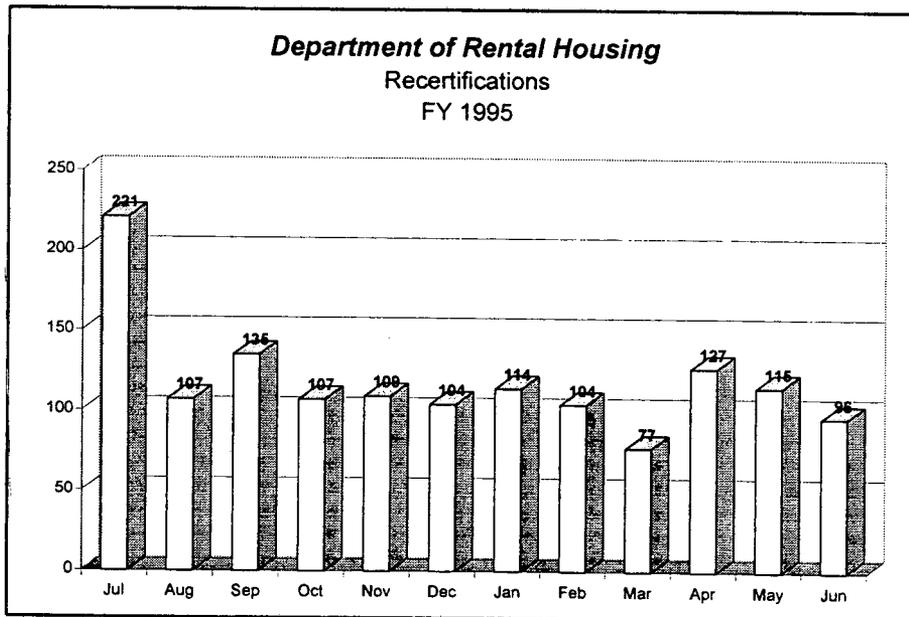
The Rental Housing Department executed 900 leases during FY 1995. New leases are generated from turnovers (see voucher/certificate turnover), new HUD vouchers or certificates, or the leasing of a Moderate or Rental Rehabilitation unit. Conversely, a renewal lease is generated when a program participant moves to another unit while continuing to receive Section 8 rental housing assistance. The chart below divides all executed leases into new leases, totaling 128, and renewal leases, totaling 772.



**Figure 3**  
**Leases Executed**  
**FY 1995**  
*The number of leases executed in 1995 varied with the seasons. The vast majority of leases executed by the Rental Housing Department are renewal leases, indicating that most individuals carrying a Section 8 subsidy retain it for many years.*

**RECERTIFICATIONS**

Annually, as required by the Certificate of Participation, a program representative must recertify each Section 8 participant by reviewing the participant's family composition, income, and eligible deductions, ensuring his or her continued eligibility. The table below presents a monthly breakdown of recertifications performed by the department in FY 1995. The Department of Rental Housing performed a total of 1,416 recertifications.



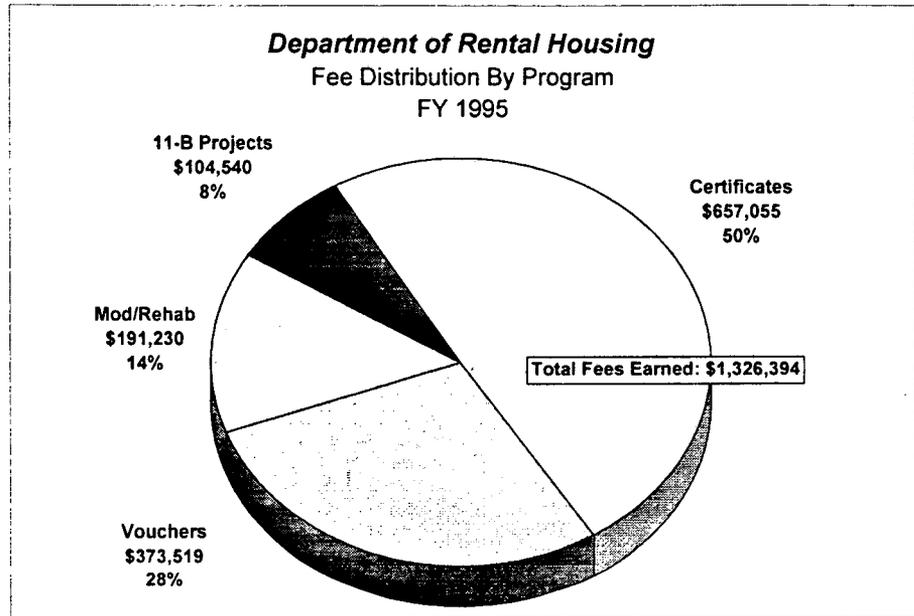
**Figure 4**  
**Recertifications**  
**FY 1995**  
*The number of recertifications of tenants by the Rental Housing Department remained relatively constant throughout the year. The most recertifications (224) were completed in July of 1994, and the least (77) in March of 1995.*

**FEE DISTRIBUTION BY PROGRAM**

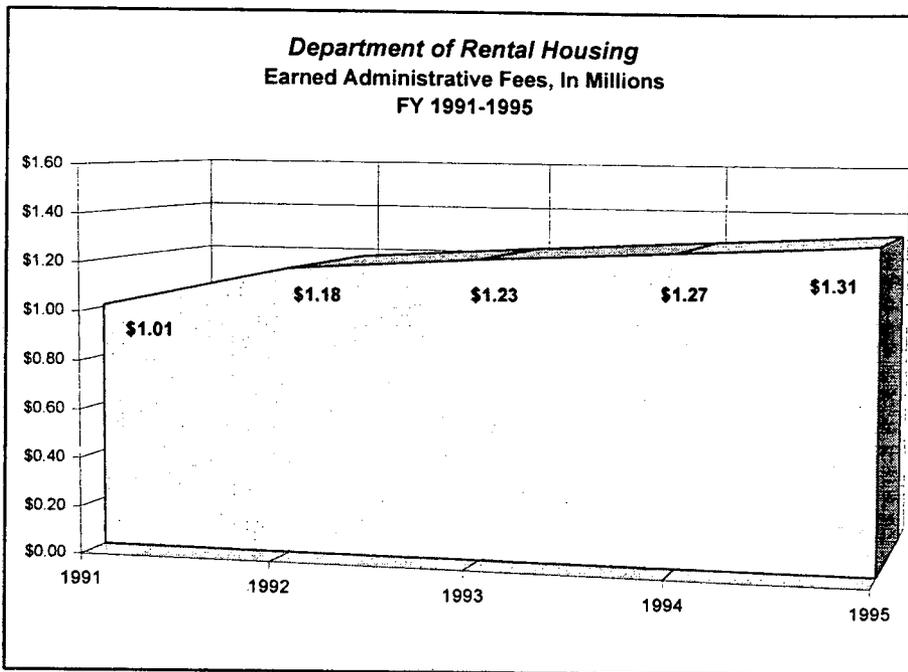
During FY 1995, the Rental Housing Department earned \$1,312,470.00 from HUD for administering the Section 8 Program, a \$44,896.00 (4%) increase from FY 1994. The Rental Housing Department uses these fees to operate the Section 8 Program and defer other costs incurred by the PHA. Because the PHA earns fees only for leased certificates or vouchers, the department of Rental Housing aims to maintain an annual 98% lease rate for all programs to ensure maximum Section 8 income for the PHA.

**Figure 5  
Fees By Program  
FY 1995**

*In FY 1995, the Department of Rental Housing earned a total of \$1.33 million for administering the Section 8 subsidized housing program. Certificates account for the greatest revenue (50%) generated from administering the Section 8 program. Fees earned from administering vouchers comprise one quarter (28%) of total fees earned.*



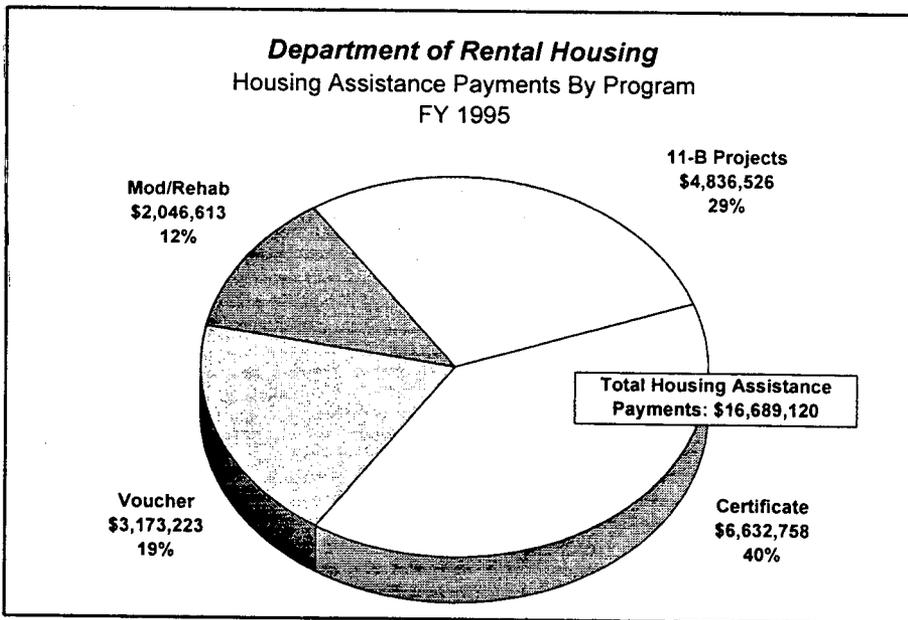
The percentage earned per Section 8 assistance classification is as follows: 3.5% for 11-B Projects, 7.65% for Moderate Rehabilitation, 6.5% or 8.2% for Vouchers, and 7.65% for certificates.



**Figure 6**  
**Earned Administrative Fees**  
**FY 1991-1995**  
Fees earned by the PHA from administering the Section 8 assistance program have increased 29% since FY 1991.

**TOTAL HOUSING ASSISTANCE PAYMENTS**

During FY 1995, the Rental Housing Department distributed Housing Assistance Payments totaling \$16,693,557.00 to private property owners who provide housing for 2,365 Section 8 Program participant families, a marginal increase of \$1,442,601.00 in FY 1994 assistance payments.



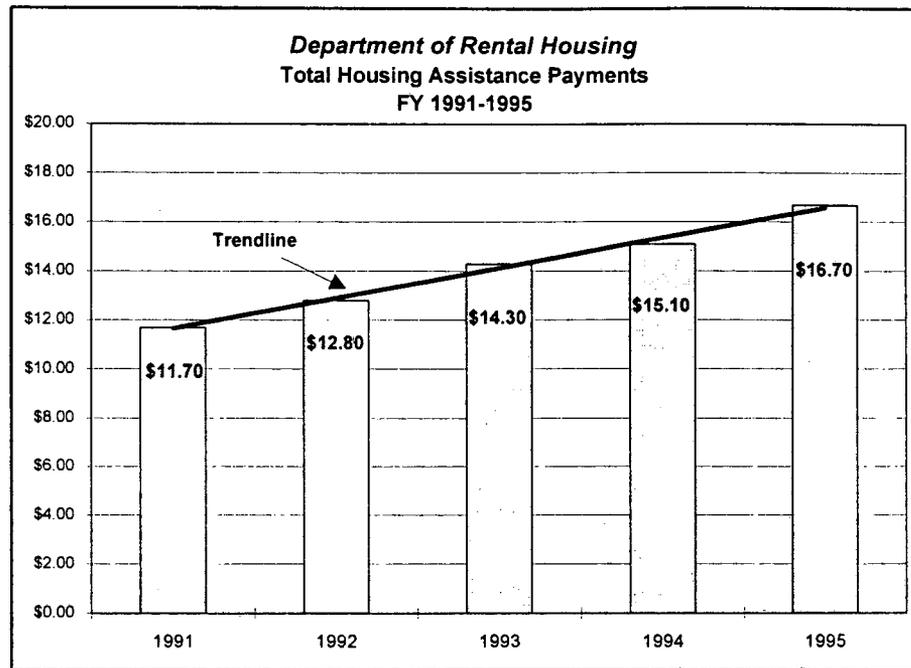
**Figure 7**  
**Assistance Payments**  
**FY 1995**  
While the department earned \$1.33 million in fees in FY 1995, it paid out \$16.69 million in assistance payments to tenants. Certificates accounted for the largest proportion (40%) of payments. While 11-B units comprise just 16% of the PHA's total Section 8 assisted housing units, they constitute 29% of total assistance.

Annually, the PHA distributes the majority of the payments to certificate units because they represent the overwhelming majority of allocated units. For the past three years, the PHA made 43% of all Housing Assistance Payments to certificate units. While 11-B Project units comprise 16% of

allocated units, the PHA distributes 25% of all Assistance Payments to these units because 11-B Projects tend to have higher rents.

**Figure 8**  
**Housing Assistance**  
**Payments**  
**FY 1991-1995**

Over the past five years, housing assistance payments have increased 43% from \$11.7 million to \$16.7 million.

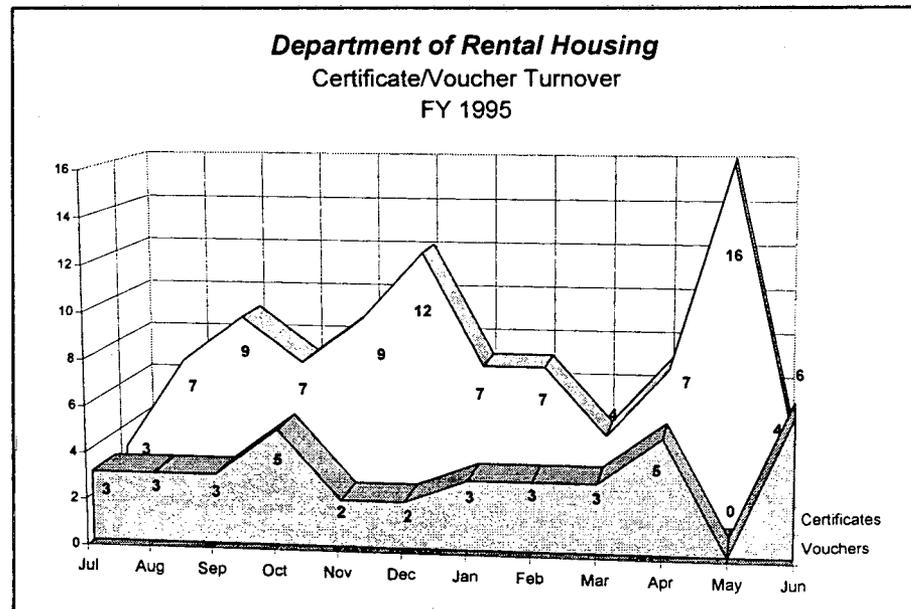


**CERTIFICATE VOUCHER TURNOVER**

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

**Figure 9**  
**Certificate/Voucher**  
**Turnover**  
**FY 1995**

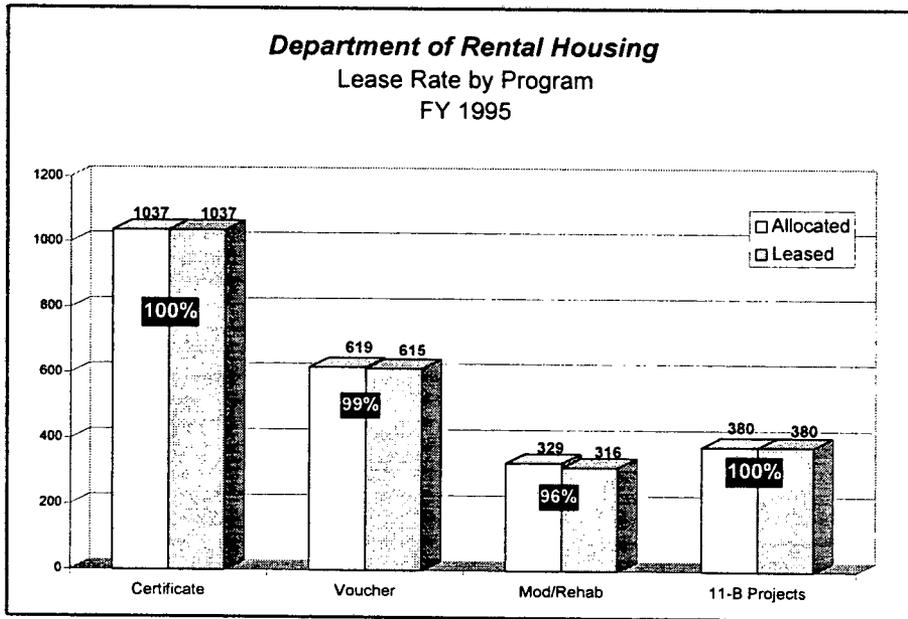
Because the PHA administers more certificate Section 8 subsidies than Voucher subsidies, it is logical that the certificate turnover should be higher than the voucher turnover in any given month. The average certificate turnover is eight per month; the average voucher turnover is three.



The turnover rate for the Certificate and Voucher Programs for FY 1995 is 7.9% annually, down from 8.9% in FY 1994. A total of 130 Certificates and Vouchers were turned over, averaging 11 units per month. Please note that the turnover rate only includes units affected by Certificate and Voucher assistance.

**LEASE RATE**

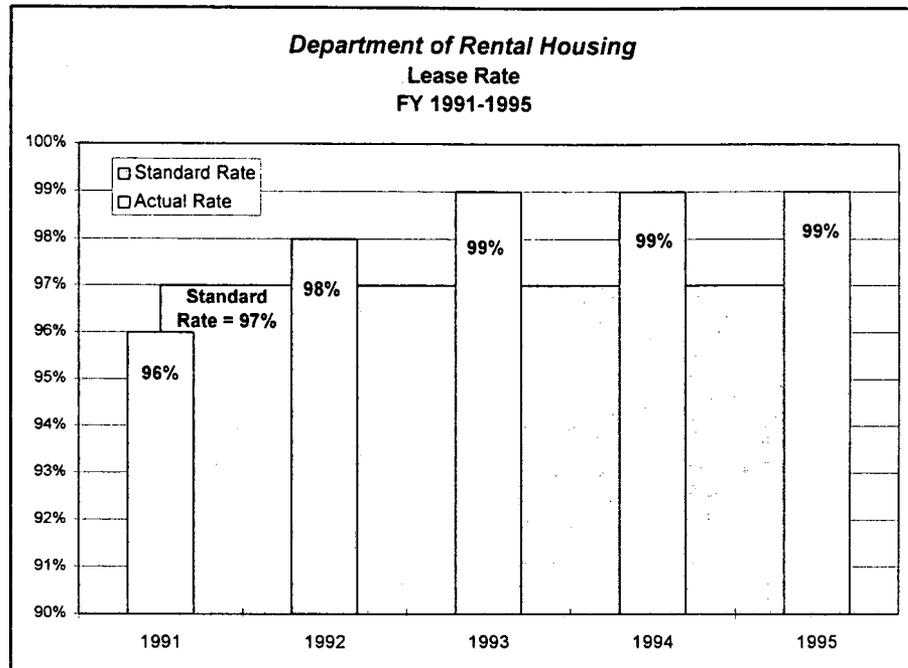
In Fiscal Year 1995, the Rental Housing Department administered the leasing of 2,348 units, or 99% of all subsidies allocated to the PHA. The FY 1993 and 1994 lease rates were also 99%, all exceeding the industry standard of 96%. Rewards from this high exemplary performance rate include maximum income in administrative fees from HUD. The PHA leases units as soon as they turn over (see unit turnover); the PHA's lease rate would only fall if new subsidies were awarded by HUD, creating a paperwork lag-time between the initial award and final leasing. The following chart illustrates the lease rate of each type of Section 8 Program.



**Figure 10**  
**Lease Rate**  
**FY 1995**

*For all programs, the Department of Rental housing either met or exceeded the 96% lease rate standard in FY 1995. Certificates and 11-B had the highest rate (100%) while Mod/Rehab units maintained the standard.*

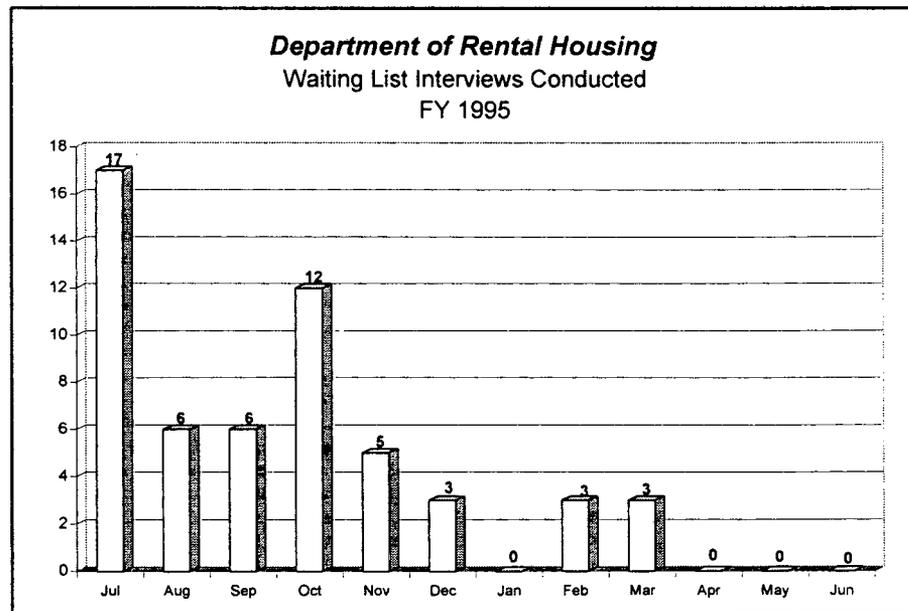
**Figure 11**  
**Lease Rate**  
**FY 1991-1995**  
 Since FY 1992, Rental Housing has exceeded its lease rate goal of 97%.



**INTERVIEWS CONDUCTED**

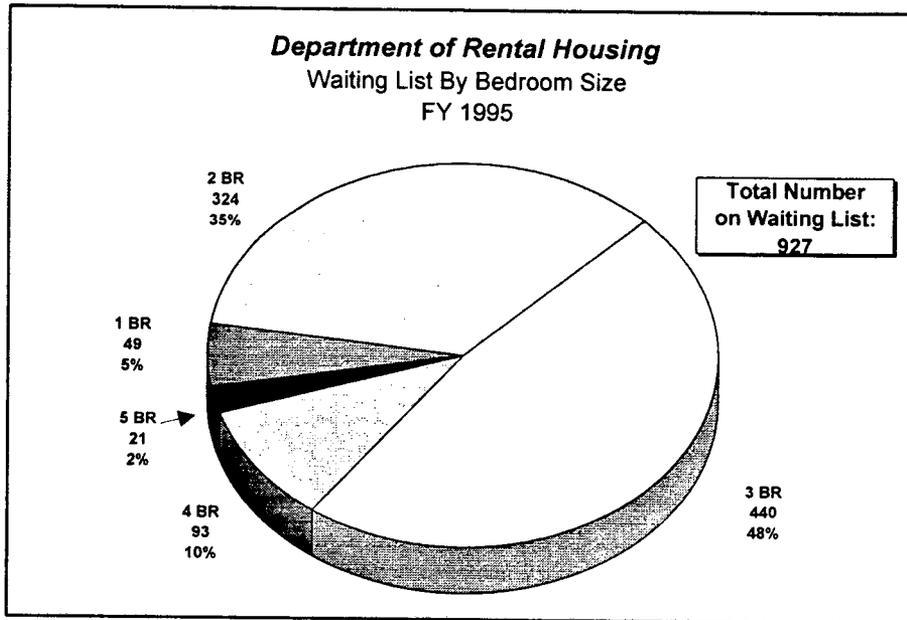
During the interview process, program representatives verify family composition, household income, and deductions. During FY 1995, Rental Housing staff interviewed fifty-five families on the Section 8 Waiting list, compared with fifty-seven families the previous fiscal year. This low number of interviews is attributable to the lack of new Section 8 Certificate and Voucher allocations by HUD.

**Figure 12**  
**Interviews**  
**FY 1995**  
 The majority of interviews of members of the waiting list occurred in the first half of the fiscal year. In the months of July-December, the department conducted 49 interviews while only six were completed in the final two quarters of the year.



**WAITING LIST BY BEDROOM SIZE**

When the PHA opened the waiting list in February 1992, over 1,700 families applied for housing assistance. Since that time, the waiting list has been closed, and families have only left the waiting list if prior Section 8 recipients turn over their subsidy. As of June 30, 1994 there were 1,637 applicant families on the Section 8 waiting list. During FY 1995, the waiting list was purged and reclassified to 927 applicants.



**Figure 13**  
**Waiting List**  
**FY 1995**

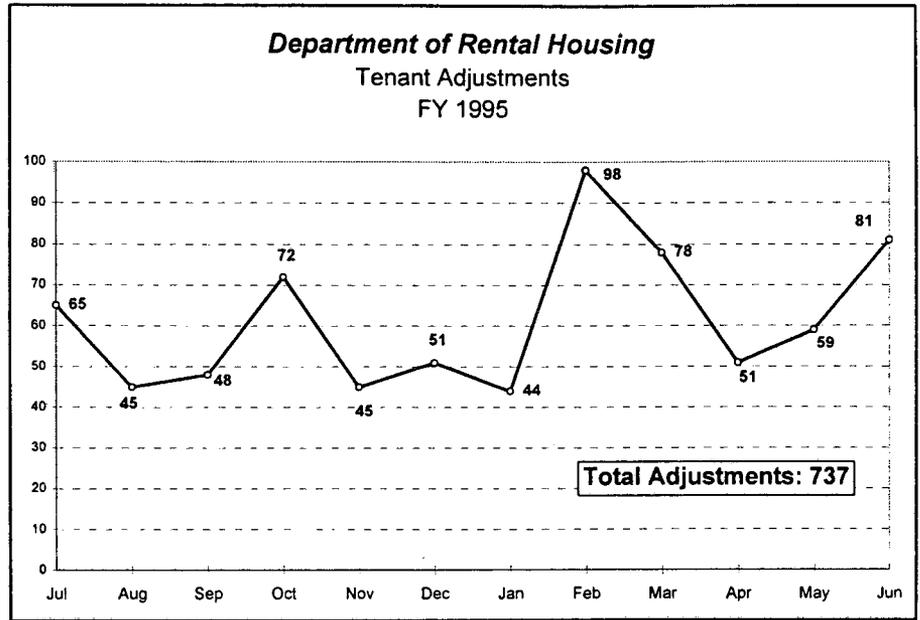
*The largest percent (48%) of applicants on the waiting list for Section 8 subsidized housing in Providence are 3-bedroom families. Two bedroom households comprise the next largest percent of applicants (35%). One, four, and five bedroom families comprise just 17% of all families waiting for Section 8 subsidies.*

The greatest demand for units on descending order of need is: three bedrooms, two bedrooms, four bedrooms, one bedroom, five bedrooms. As Figure 13 indicates, three and two bedroom units are in the highest demand; families waiting for three bedroom units comprise 47% of the list and two bedroom units comprise 35% of the list. The balance is made up of families requesting four, five and one bedroom units. These percentages are comparable to waiting lists of previous years.

**ADJUSTMENTS**

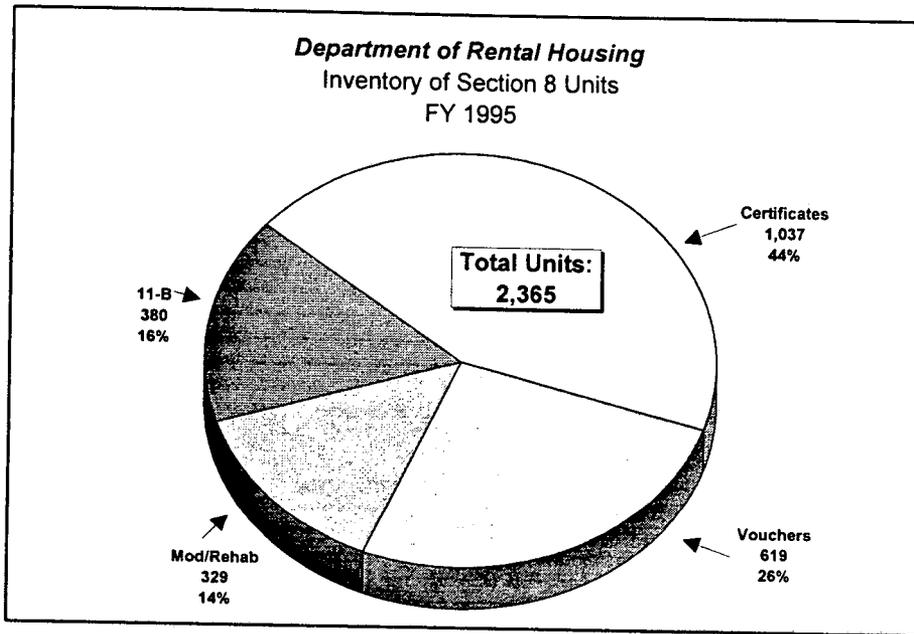
An adjustment to a participant's subsidy and housing assistance payment occurs if his or her income or family composition changes during the year. All participants must report such changes within 10 working days to their Program Representative. The Department made 737 adjustments in FY 1995.

**Figure 14**  
**Adjustments**  
**FY 1995**  
 The number of adjustments performed by the Rental Housing Department fluctuates from about 50 to 100 throughout the fiscal year. The average number of adjustments in any month was 61.



**CURRENT INVENTORY OF SECTION 8 UNITS**

During FY 1995 the Providence Housing Authority administered 2,365 units of Section 8 housing throughout the City of Providence. The chart below illustrates the breakdown of the 4 classifications of Section 8 Rental Assistance administered by the Rental Housing Department. Moderate Rehabilitation includes the SRO units at the YMCA and Advent House as well as those at Barbara Jordan II, Fox Point Housing and Ontario Apartments. The 11-B Projects include the units at Barbara Jordan I Apartments, Villa Excelsior, and Maplewood Terrace developments which are Substantial Rehabilitation. Certificates (44%) comprise the majority of allocations, followed by Vouchers (26%), 11-B Projects (16%), and Moderate Rehabilitation (14%). These percentages are identical to FY 1994.



**Figure 15**  
**Inventory of Units**  
**FY 1995**

*Certificates comprise almost half (44%) of the Section 8 units administered by the PHA. Vouchers comprise one quarter (26%) of the PHA's Section 8 inventory, and 11-B and Mod/Rehab constitute the remaining 30%.*

---

# Security Report

---

*Introduction*

*Security Personnel*

*Public Housing Unit*

*Providence Police Reserves*

*PHA Highrise Security Officers*

*Resident Crime Watches*

*Security/Crime Data*

*PHU Activity Reports*

*Security Work Order System*

*Total Police Responses*

*Total Arrests*

*Narcotic Arrests*

*Felony Arrests*

*Summary of Crime/Security Data*

*FY 1992-1995*

# **S**ECURITY REPORT

---

## **INTRODUCTION**

The Providence Housing Authority's (PHA) primary mission is to provide safe, decent, and affordable housing for its residents. The safety element of this mission is the responsibility of the Providence Police Department's Public Housing Unit (PHU) and the PHA's own security force who execute the PHA's Security Program. This program, servicing the six family developments and the six elderly/disabled high-rise developments managed by the PHA, received the National Association for Housing and Redevelopment Officials' (NAHRO) 1992 National Award of Merit in Program Innovation - Client and Resident Services for the Security Program. And the Providence Housing Unit merited the Public Safety Commissioner's 1992 Award for best overall performance on the Providence Police Department (PPD). This recognition is a testament to the PHA's commitment to ensuring a safe and orderly environment for its residents.

The PHA's security system has two main components, security personnel and security/crime data. Together these components ensure the quality and effectiveness of the PHA security program.

## **SECURITY PERSONNEL**

The PHA security personnel who enforce the security system are: the PHU, the Providence Police Reserves, the high-rise security officers, and the resident crime watches.

### **PUBLIC HOUSING UNIT (PHU)**

In 1989, the Providence Police Department assigned four full-time officers exclusively to the PHU. In May 1994, the assignment of two additional officers expanded the unit to six full-time officers. The officers' primary responsibility is to patrol the six family housing developments managed by the PHA in the City of Providence. However, the security of the PHA's elderly/disabled high-rise developments has become a growing responsibility. The PHU recruits, trains, and supervises the high-rise security officers. This entails monitoring these officers during their nightly patrols. Similarly, they established, trained, and equipped the volunteer resident crime watches in the four of the six high-rises and conduct security seminars at all the PHA developments. Also, in May

**The Providence  
Housing  
Authority's  
primary mission is  
to provide safe,  
decent and  
affordable housing  
for its residents**

1991, the PHU assumed responsibility for patrolling the privately-owned PHU Wiggins Village development. They were requested to do so by both the management company and the Department of Housing and Urban Development (HUD) due to its problematic history and proximity to the PHA's Codding Court development.

The PHU produces daily activity logs which are compiled monthly for the PHA's interdepartmental Monthly Management Report. The PHU attends weekly PHA Housing Management Department staff meetings to exchange information on recent activity and problems. These meetings provide the vital communication necessary between the development managers, who work from 8:30am to 4:30pm weekdays, and the PHU officers who patrol in the evenings and on the weekends. The PHU is also in weekly contact with the Executive Director and Deputy Director. An office at 335 Hartford Avenue in the PHA's Hartford Park development is the base of operations for the PHU, as well as the Providence Police Reserves and the PHA security officers. The PHU reports directly to the Executive Director.

***PROVIDENCE POLICE RESERVES***

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

***PHA HIGH-RISE SECURITY OFFICERS***

Each of the six elderly/disabled high-rises has a PHA security officer on duty from 6pm to 6am seven days a week, 365 days a year. These officers, either men or women 18 years or older, are recruited, trained, and supervised by the PHU. They have passed all the mandatory exams, a criminal background investigation and completed the required 40 hour training session for elderly/disabled security mandated by the State Department of Elderly Affairs (DEA). Their responsibilities are outlined in the Standard Operating Procedures (SOP) Manual developed by the PHU especially for PHA security officers. Their responsibilities include: hallway, community room, and parking/grounds monitoring, enforcing visitor sign-in, completing security work order reports (see security/crime data), and reporting hourly situation checks to the security dispatcher (see security/crime data). They are in hourly contact with the security dispatcher via a two-way radio whose frequency is also monitored by the PHU. In some cases police assistance is required since the PHA security officers do not possess arrest powers nor do they carry weapons. They are stationed at the main building entrance when they are not performing the responsibilities outlined above. In addition, the SOP requires a uniform to be worn which consists of: dark shoes, navy trousers, a white shirt with a PHA I.D. badge attached. These security officers have also been trained to mediate the conflicts between residents. Such conflicts are occurring more frequently in the high-rises between the

---

**Each of the six elderly/disabled highrises has a PHA security officer on duty from 6pm to 6am seven days a week, 365 days a year**

---

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

#### ***RESIDENT CRIME WATCHES***

Resident Crime Watches are operating at four out of the six PHA elderly/disabled high-rise developments. The crime watches are manned by volunteer residents stationed at the main entrance during the day when PHA security officers are off duty. Their primary function is to enforce visitor sign-in and give hourly situation reports to the central security/maintenance dispatcher via the two-way radio. Together with the PHA security officers most of the high-rise entrance lobbies are manned 70% of the time and at Carroll Tower and Dominica Manor 100% of the time. Unfortunately, the PHU has had difficulty establishing a resident crime watch at Dexter Manor I/II, the PHA's largest high-rise. It is noteworthy that, if needed for assistance, there are usually management and maintenance present on site when these volunteers are on duty.

#### ***SECURITY/CRIME DATA***

The PHA monitors security and crime data that is gathered by the Providence Police Department Public Housing Unit (PHU) and PHA security officers who are assigned to monitor the highrise elderly/disabled developments. The statistics are recorded by development for criminal and security-related activity taking place on PHA property. This data is recorded daily and then compiled monthly in the PHU Activity Reports and the Security Work Order Report for the PHA's interdepartmental Monthly Management Report. The data is analyzed and interpreted for the Annual Security Report and Annual Report on Operations. Data for the security work order report is generated by the security work order system.

#### ***PHU ACTIVITY REPORTS***

The PHU activity reports record criminal activity on PHA property. There are two reports: one which tallies only the arrests and responses involving PHU officers and the other which combines the total number of responses and arrests made by all Divisions and Bureaus of the Providence Police Department, including the PHU. The latter more accurately reflects the level of criminal activity which is taking place on PHA property because it includes the hours during which the PHU is off duty. However, as of February 1, 1995 the PPD computer bureau has no longer been able to furnish the PHA with the monthly tally of police responses made at our public housing developments. Therefore, the actual figures reported after January 1995 may not be consistent with the data collected from the first half of the fiscal year. To compensate for this irregularity, the averages will

be taken from the monthly PPD police responses reports from July 1994 to January 1995. These averages will be added to the actual PHU figures to create a projected monthly average for each development. For the purpose of this report we are only interested in the police responses, total arrests, narcotics arrests and felony arrests tracked in these reports.

For further analysis and data, see *Security Report FY 1995*, a separate publication.

**SECURITY WORK ORDER SYSTEM**

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

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

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

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

<u>Family</u>	<u>Elderly/Disabled</u>
1. Chad Brown/Admiral Terrace	1. Sunset Village
2. Roger Williams	2. Dexter Manor I/II
3. Coddington Court	3. Dominica Manor
4. Hartford Park	4. Carroll Tower
5. Manton Heights	5. Kilmartin Plaza
6. Scattered Sites	6. Parenti Villa

This organization enables management and the PHU to pinpoint trouble spots in order to improve them. Please note that Scattered Sites are considered as a whole under family developments and the Chad Brown and Admiral Terrace developments are grouped together because they are contiguous. The statistics for Sunset Village, technically an elderly/disabled building, are included in the Chad/Ad statistic because it is also contiguous

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

**TOTAL POLICE RESPONSES**

In FY 1995, there were 1,918 police responses to PHA developments as compared to 1,557 in FY 1994, a twenty-three percent increase. These responses are the result of phone calls made by PHA residents to either the 911 system, the Providence Police Dispatcher, or the PHA maintenance/security dispatcher. Seventy-three percent (1,396) of all police responses were made to the family developments while only 27% (522) were made to the elderly/disabled developments. Annually, family developments elicit the overwhelming majority of police responses even though PHA occupancy is divided 60% (family developments) to 40% (elderly/disabled). Out of the total 1,918 police responses, 24% occurred at Hartford Park, 22% at Chad Brown/Admiral Terrace, 18% at Manton Heights, 13% at Dexter Manor I/II, 5% at Kilmartin Plaza, 4% at Coddington Court and Dominica Manor, 3% at Parenti Villa, Roger Williams and Carroll Tower, and 2% at Scattered Sites.

**TOTAL POLICE RESPONSES**

**FY 1995: 1,918**  
**FY 1994: 1,557**  
**Change: +23%**

An analysis of police responses reveals that Hartford Park, the PHA's largest development (419 units), has a relatively high percentage of police responses (24%) in relation to its size (18% of total occupied units) as does Chad Brown/Admiral Terrace, the second largest development (366 units), which comprises 22% of police responses but only 16% of total occupied units. Evidently, the trend has continued over from FY 1994 when these two developments also showed a disproportionately high incidence of police responses in relation to their size.

**TOTAL ARRESTS**

In FY 1995, a total of 496 arrests occurred on PHA property as compared to the 252 arrests accounted for in FY 1994, a 97% increase. Annually, the overwhelming majority of arrests occur at the family developments. The trend continued this year when 82% of total arrests occurred at family developments and only eighteen percent occurred at the elderly/disabled developments. It should be noted that in FY 1994 only 7% of the arrests took place at the elderly developments whereas in FY 1995 that figure more than doubled to 18%. Out of the 496 arrests, 47% occurred at Chad Brown/Admiral Terrace, 18% at Hartford Park, 12% at Dexter Manor, 7% at Manton Heights, 4% at both Roger Williams and Scattered Sites, 3% at Coddington Court, 2% at both Kilmartin Plaza and Parenti Villa and 1% at both Dominica Manor and Carroll Tower.

**TOTAL ARRESTS**

**FY 1995: 498**  
**FY 1994: 252**  
**Change: +97%**

An analysis of total arrests reveals that Chad Brown/Admiral Terrace experiences a disproportionately high percentage of total arrests in relation to its number of total occupied units. In FY 1995 Chad Brown/Admiral

Terrace, which annually experiences the highest percentage of total arrests, comprised 47% of total arrests in comparison to 16% of total occupied units; making the percentage of arrests nearly triple the percentage of units occupied. Although Codding Court annually experiences over double the percentage of arrests as units occupied (as revealed in the 11% total arrests to 4% occupied units in FY 1994), it underwent a marked drop to 3% of the total arrests in congruence with 3% of total units occupied in FY 1995.

---

**TOTAL NARCOTIC  
ARRESTS**

**FY 1995: 94**  
**FY 1994: 64**  
**Change: +47%**

---

**NARCOTIC ARRESTS**

The total number of narcotics arrests (94) that occurred on PHA property in FY 1995 marks a dramatic 47% increase from last year's 64 narcotic arrests. Annually, family developments have the overwhelming majority of narcotic arrests with Chad Brown/Admiral Terrace and Manton Heights together comprising most of that number. Ninety-four percent of these narcotic arrests occurred at family developments, whereas only six percent occurred at elderly/disabled developments. Fifty-four percent of narcotics arrests occurred at Chad Brown/Admiral Terrace, 13% at Manton Heights, 9% at both Roger Williams and scattered sites, 6% at Hartford Park, and 4% occurred at Dexter Manor. Only three percent took place at Codding Court and one percent at both Kilmartin Plaza and Parenti Villa. There were no narcotics arrests at either Dominica Manor or Carroll Tower in FY 1995.

An analysis of narcotic arrests reveals that Chad Brown/Admiral Terrace experienced a disproportionately large percentage of narcotic arrests in relation to its percentage of total occupied units as it had 54% of all narcotic arrests while only comprising 16% of total occupied units. But Codding Court -- which in FY 1994 experienced 14% of all narcotics arrests with only 4% of the total occupied units -- comprised 3% of the total occupied units and experienced 3% of all narcotics arrests this year.

---

**TOTAL FELONY  
ARRESTS**

**FY 1995: 30**  
**FY 1994: 26**  
**Change: +15%**

---

**FELONY ARRESTS**

In FY 1995, a total of 30 felony arrests occurred on PHA property as compared to 26 in FY 1994, a 15% increase. A felony arrest occurs when a Part I criminal offense, as classified under Federal Bureau of Investigation's Uniform Crime Reporting System, is committed, such as murder or rape. Similar to all other arrests previously detailed, the majority (83%) of felony arrests occurred at the family developments with the minority (17%) occurring at the elderly/disabled developments.

An analysis reveals that one third (33%) of the total felony arrests occurred at Chad Brown/Admiral Terrace. This figure is considerably disproportionate to the 16% of total occupied units that this development comprises. Annually, this development, in conjunction with Hartford Park, comprises the majority of felony arrests. However, this fiscal year Hartford Park experienced a significant decrease in its percentage of total felony arrests, from 46% (12) in FY 1994 down to 10% (3) in FY 1995.

PROVIDENCE HOUSING AUTHORITY  
SECURITY REPORT  
FY 1995

TOTAL POLICE RESPONSES

DEVELOPMENT	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	TOTAL	PERCENT
Chad/Ad	42	18	20	68	26	30	74	31	23	31	37	27	427	22%
Roger Williams	6	5	3	10	3	5	12	1	2	1	2	2	52	3%
Codding Court	7	3	2	12	6	7	20	2	2	2	7	3	73	4%
Hartford Park	36	35	32	73	23	28	49	34	30	35	46	37	458	24%
Manton Heights	32	24	31	73	12	11	52	16	18	22	28	35	354	18%
Scattered Sites	5	8	4	1	4	5	0	0	0	0	0	5	32	2%
<b>SUBTOTAL</b>	<b>128</b>	<b>93</b>	<b>92</b>	<b>237</b>	<b>74</b>	<b>86</b>	<b>207</b>	<b>84</b>	<b>75</b>	<b>91</b>	<b>120</b>	<b>109</b>	<b>1,396</b>	<b>73%</b>
Sunset Village	(a)	(a)												
Dexter Manor	7	21	14	35	17	17	45	19	14	15	25	15	244	13%
Dominica Manor	2	8	4	5	8	8	12	4	2	4	14	3	74	4%
Carroll Tower	3	5	3	2	3	5	12	3	4	3	5	3	51	3%
Kilmartin Plaza	3	8	5	9	6	8	20	6	9	4	11	9	98	5%
Parenti Villa	1	6	8	3	5	5	6	4	3	2	7	5	55	3%
<b>SUBTOTAL</b>	<b>16</b>	<b>48</b>	<b>34</b>	<b>54</b>	<b>39</b>	<b>43</b>	<b>95</b>	<b>36</b>	<b>32</b>	<b>28</b>	<b>62</b>	<b>35</b>	<b>522</b>	<b>27%</b>
<b>GRAND TOTAL</b>	<b>144</b>	<b>141</b>	<b>126</b>	<b>291</b>	<b>113</b>	<b>129</b>	<b>302</b>	<b>120</b>	<b>107</b>	<b>119</b>	<b>182</b>	<b>144</b>	<b>1,918</b>	<b>100%</b>
<b>PERCENT</b>	<b>8%</b>	<b>7%</b>	<b>7%</b>	<b>15%</b>	<b>6%</b>	<b>7%</b>	<b>16%</b>	<b>6%</b>	<b>6%</b>	<b>6%</b>	<b>9%</b>	<b>8%</b>	<b>100%</b>	<b>100%</b>

SOURCE: PPD/Public Housing Unit and the PHA Monthly Management Report

(a) included in Chad/Ad statistic

\* All statistics from February 1995 and onward do not reflect the actual number of responses made to PHA developments by the PPD. The monthly averages for each development were calculated using the PPD data from the first seven months of the fiscal year. These averages were then added to the PHU's actual number of monthly responses so as to produce a more accurate annual total.

PROVIDENCE HOUSING AUTHORITY  
SECURITY REPORT  
FY 1995

POLICE RESPONSES ANALYSIS

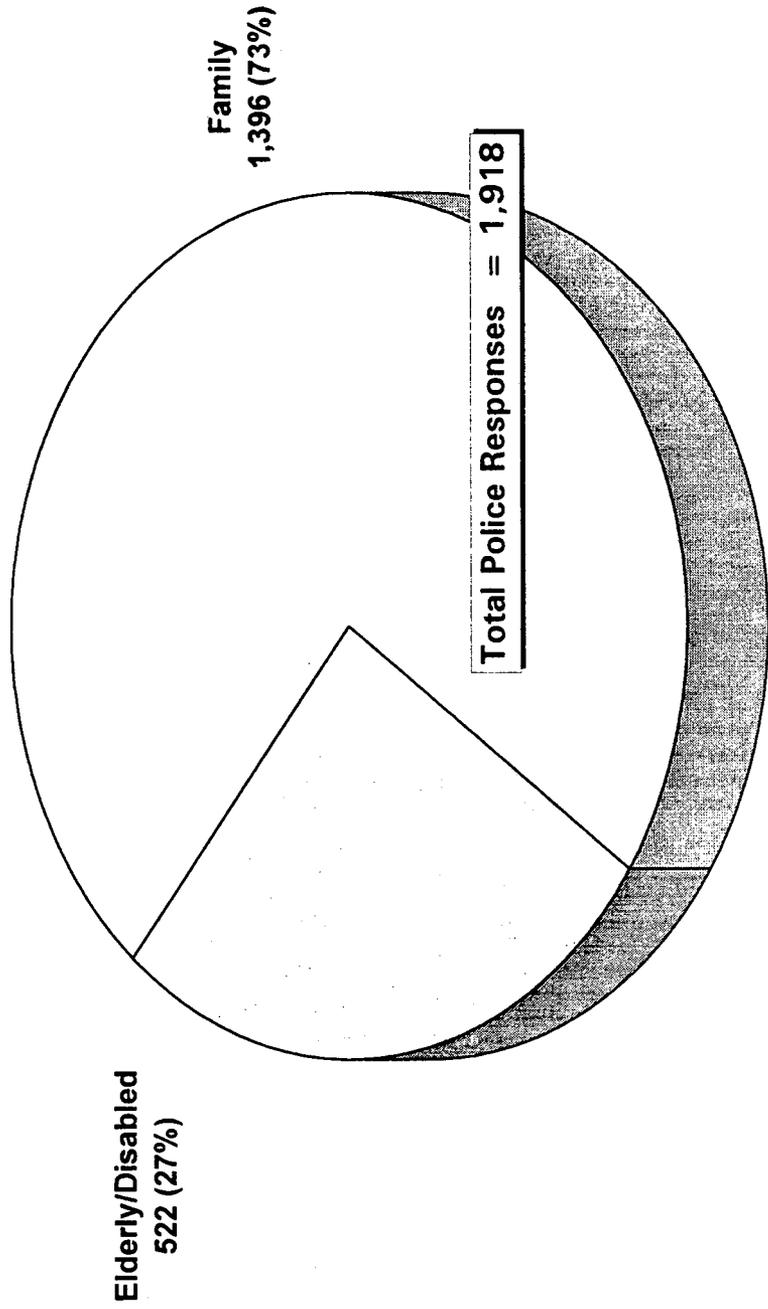
DEVELOPMENT	# OF OCCUPIED UNITS	PERCENT OF TOTAL OCCUPIED UNITS	POLICE RESPONSES	PERCENT OF TOTAL POLICE RESPONSES
Chad/Ad	366	16%	427	22%
Roger Williams	39	2%	52	3%
Codding Court	67	3%	73	4%
Hartford Park	419	18%	458	24%
Manton Heights	324	14%	354	18%
Scattered Sites	152	7%	32	2%
<b>SUBTOTAL</b>	<b>1,367</b>	<b>60%</b>	<b>1,396</b>	<b>73%</b>
Sunset Village	(a)	(a)	(a)	(a)
Dexter Manor I/II	280	12%	244	13%
Dominica Manor	198	8%	74	4%
Carroll Tower	187	8%	51	3%
Kilmartin Plaza	103	4%	98	5%
Parenti Villa	184	8%	55	3%
<b>SUBTOTAL</b>	<b>952</b>	<b>40%</b>	<b>522</b>	<b>27%</b>
<b>GRAND TOTAL</b>	<b>2,319</b>	<b>100%</b>	<b>1,918</b>	<b>100%</b>

SOURCE: PPD/Public Housing Unit, the PHA Monthly Security Report (Jul '94-Jun '95), and the PHA Monthly Management Report (Jun '95)

(a) included in Chad/Ad statistic

PROVIDENCE HOUSING AUTHORITY  
SECURITY REPORT

**Public Housing Unit**  
**Total Police Responses**  
**Distribution by Development Type**  
**FY 1995**



PROVIDENCE HOUSING AUTHORITY  
SECURITY REPORT  
FY 1995

TOTAL ARRESTS

DEVELOPMENT	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	TOTAL	PERCENT
Chad/Ad/Sun	24	19	13	28	27	11	24	17	22	25	12	11	233	47%
Roger Williams	0	0	3	0	0	1	5	0	4	3	2	3	21	4%
Coddling Court	0	3	1	0	1	1	0	0	0	1	0	6	13	3%
Hartford Park	11	6	6	13	4	6	2	11	14	5	7	2	87	18%
Manton Heights	3	7	4	3	3	2	12	0	3	0	0	0	37	7%
Scattered Sites	3	1	11	0	1	0	0	0	0	0	1	1	18	4%
<b>SUBTOTAL</b>	<b>41</b>	<b>36</b>	<b>38</b>	<b>44</b>	<b>36</b>	<b>21</b>	<b>43</b>	<b>28</b>	<b>43</b>	<b>34</b>	<b>22</b>	<b>23</b>	<b>409</b>	<b>82%</b>
Sunset Village	(a)	(a)	(a)	(a)	(a)	(a)	(a)	(a)	(a)	(a)	(a)	(a)	(a)	(a)
Dexter Manor I/II	1	1	2	4	0	6	11	7	6	11	2	9	60	12%
Dominica Manor	0	0	3	0	0	0	0	0	1	1	0	0	5	1%
Carroll Tower	0	0	0	0	0	0	0	1	3	0	1	0	5	1%
Kilmartin Plaza	0	1	1	0	2	0	2	0	2	0	0	1	9	2%
Parenti Villa	0	0	0	0	2	1	1	0	1	1	2	0	8	2%
<b>SUBTOTAL</b>	<b>1</b>	<b>2</b>	<b>6</b>	<b>4</b>	<b>4</b>	<b>7</b>	<b>14</b>	<b>8</b>	<b>13</b>	<b>13</b>	<b>5</b>	<b>10</b>	<b>87</b>	<b>18%</b>
<b>GRAND TOTAL</b>	<b>42</b>	<b>38</b>	<b>44</b>	<b>48</b>	<b>40</b>	<b>28</b>	<b>57</b>	<b>36</b>	<b>56</b>	<b>47</b>	<b>27</b>	<b>33</b>	<b>496</b>	<b>100%</b>
<b>PERCENT</b>	<b>8%</b>	<b>8%</b>	<b>9%</b>	<b>10%</b>	<b>8%</b>	<b>6%</b>	<b>11%</b>	<b>7%</b>	<b>11%</b>	<b>9%</b>	<b>5%</b>	<b>7%</b>	<b>100%</b>	<b>100%</b>

SOURCE: PPD/Public Housing Unit and the PHA Monthly Management Report (FY '95)

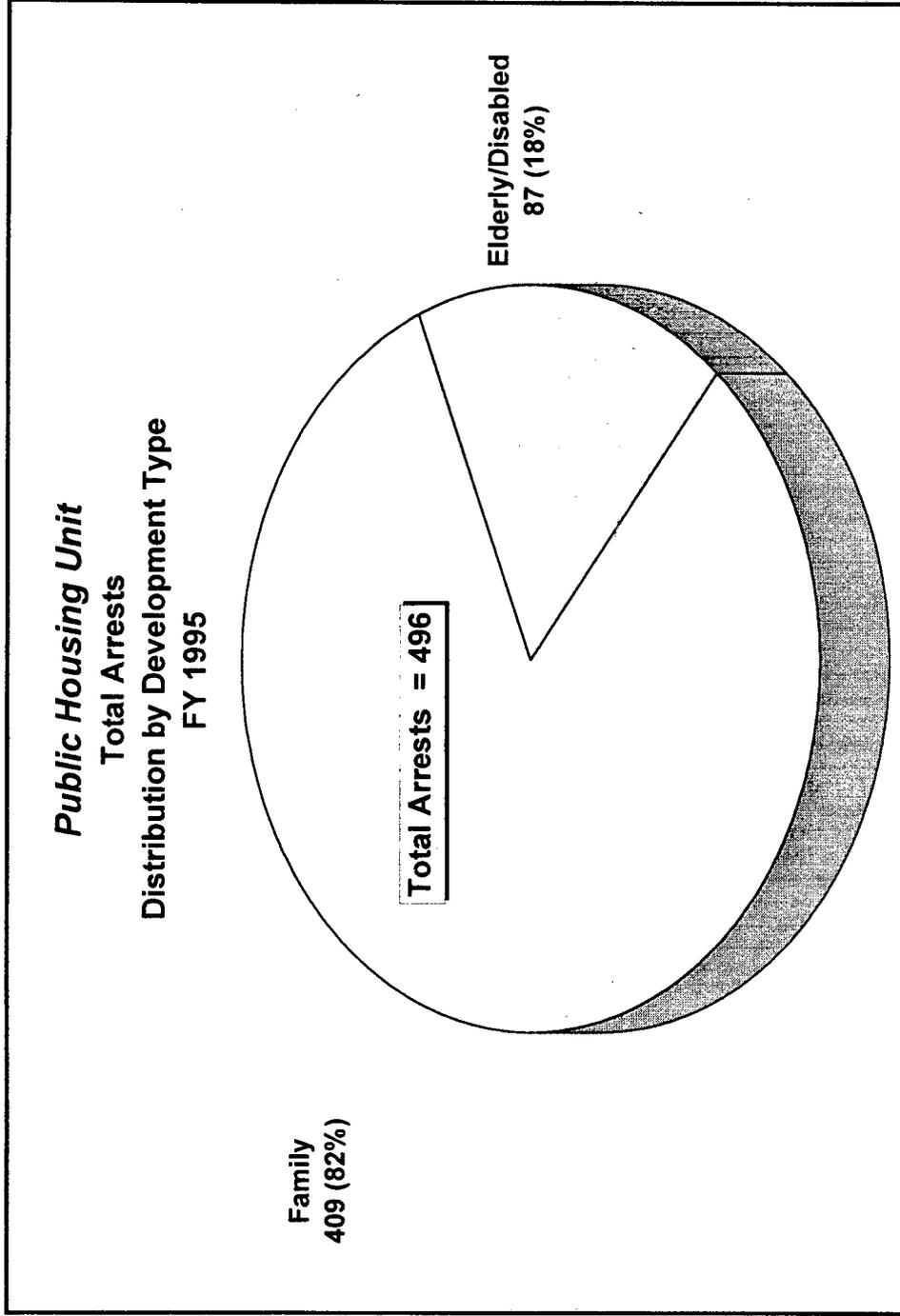
PROVIDENCE HOUSING AUTHORITY  
SECURITY REPORT  
FY 1995

ARRESTS ANALYSIS

DEVELOPMENT	# OF OCCUPIED UNITS	PERCENT OF TOTAL OCCUPIED UNITS	ARRESTS	PERCENT OF TOTAL ARRESTS
Chad/Ad	366	16%	237	47%
Roger Williams	39	2%	21	4%
Codding Court	67	3%	13	2%
Hartford Park	419	18%	90	18%
Manton Heights	324	14%	37	8%
Scattered Sites	152	7%	18	3%
<b>SUBTOTAL</b>	<b>1,367</b>	<b>60%</b>	<b>416</b>	<b>82%</b>
Sunset Village	(a)	(a)	(a)	(a)
Dexter Manor I/II	280	12%	60	12%
Dominica Manor	198	8%	5	1%
Carroll Tower	187	8%	5	1%
Kilmartin Plaza	103	4%	9	2%
Parenti Villa	184	8%	8	2%
<b>SUBTOTAL</b>	<b>952</b>	<b>40%</b>	<b>87</b>	<b>18%</b>
<b>GRAND TOTAL</b>	<b>2,319</b>	<b>100%</b>	<b>503</b>	<b>100%</b>

SOURCE: PPD/Public Housing Unit, the PHA Monthly Security Report (Jul '94-Jun '95), and the PHA Monthly Management Report (Jun '95)  
(a) included in Chad/Ad statistic

PROVIDENCE HOUSING AUTHORITY  
SECURITY REPORT



**SUMMARY OF CRIME/SECURITY DATA 1992-1995**

The table below is a summary of criminal/security activity for all PHA developments combined for the fiscal years 1992 through 1995. The statistics indicate that all of the activities experienced an increase over the period. Narcotic arrests underwent the greatest increase of 327.3%. Total arrests (+131.8) and Code #3 work orders (+116.5%) also rose significantly. Police responses increased by 43.7%, total security work orders by 19.0% and felony arrests by 11.1% over the four year period.

ACTIVITY	FY 1992	FY 1993	FY 1994	FY 1995	% CHANGE 1992-1995
Police Responses	1,335	1,644	1,557	1,918	+43.7%
Total Arrests	214	324	252	496	+131.8%
Narcotic Arrests	22	73	64	94	+327.3%
Felony Arrests	27	18	26	30	+11.1%
Total Security Work Orders	2,001	2,101	1,715	2,381	+19.0%
Criminal # 3 Work Orders	642	744	647	1,390	+116.5%

The charted data for police responses reveals a gradually increasing linear trend over the four year span. But the total for FY 1994 interrupts this pattern as a year of low activity. Responses dropped from 1,644 in FY 1993 to 1,557 in FY 1994. In addition, in 1995 the number of responses increased by 361, a 23% increase. The annual totals of police responses produce a mean of 1,614. And the year of lowest activity was FY 1992 with 1,335 responses and the greatest amount occurred in FY 1995 with a total of 1,918 responses.

The linear trend for total arrests indicates an increase in activity over the period. As seen with the data from the police responses, activity dropped notably in FY 1994, disrupting the continuity of the annual trend. Also, there was an enormous increase (97%) in FY 1995 with 496 total arrests up from 252 in FY 1994. The year with the least amount of total arrests was FY 1992 with 214 arrests and the greatest number of total arrests took place in FY 1995 with 496 arrests. The annual average produced by this data is 322 total arrests per year.

Being the criminal activity type to have experienced the greatest increase (+327.3%) over the period, it is no surprise that the linear trend for the annual totals of narcotic arrests rises dramatically across the chart. The lowest amount (22) of arrests occurred in FY 1992 and the greatest amount (94) took place in FY 1995. The annual totals for narcotic arrests averages at sixty-three. Again, FY 1994, evidently a year of minimal activity, marks a drop in the number of narcotic arrests.

The average annual number of felony arrests over the four year period is twenty-five and the figures for each year remain close to that average with

the greatest amount being 30 in FY 1995 and the least being 18 in FY 1993. Consequently, the linear trend shows a very slight increase over the duration as there was only a 11.1% increase in felony arrests since FY 1992.

The chart for the total number of security work orders shows a slightly inclined linear trend which reflects the +19.0% change from FY 1992 to FY 1995. And once again, the low total for FY 1994 breaks the continuity of the upward scheme. The average number of security work orders for the four year period is 2,050. FY 1995 had the greatest number of responses (2,381) and FY 1994 had the least (1,715).

The linear trend for Code #3 work orders conveys a considerable increase over the four years that corresponds with the +116.5% change from the beginning to the end of the duration. The lowest number of criminal work orders (642) occurred in FY 1992. By 1995, that figure more than doubled when the annual total amounted to an overwhelming 1,390 and marked the greatest amount of total work orders for that time period.

Increases for all activities may be attributable to greater enforcement capability, a result of the increased manpower (i.e. Providence Police Reserves) patrolling PHA developments each year.



