

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

PHA Plans

Annual Plan for Fiscal Year 2005

Five Year Plan 2005-2009

(HUD FY 2005, PHA FY 2006)

**NOTE: THIS PHA PLANS TEMPLATE (HUD 50075) IS TO BE COMPLETED IN ACCORDANCE WITH
INSTRUCTIONS LOCATED IN APPLICABLE PIH NOTICES**

PHA Plan Agency Identification

PHA Name: The Housing Authority of the City of Providence

PHA Number: RI001

PHA Fiscal Year Beginning: 07/2005

Public Access to Information

Information regarding any activities outlined in this plan can be obtained by contacting:
(select all that apply)

- Main administrative office of the PHA
- PHA development management offices
- PHA local offices

Display Locations For PHA Plans and Supporting Documents

The PHA Plans (including attachments) are available for public inspection at: (select all that apply)

- Main administrative office of the PHA
- PHA development management offices
- PHA local offices
- Main administrative office of the local government
- Main administrative office of the County government
- Main administrative office of the State government
- Public library
- PHA website
- Other (list below)

PHA Plan Supporting Documents are available for inspection at: (select all that apply)

- Main business office of the PHA
- PHA development management offices
- Other (list below)

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5-Year Plan
PHA Fiscal Years 2005 - 2009

[24 CFR Part 903.5]

A. Mission

State the PHA's mission for serving the needs of low-income, very low income, and extremely low-income families in the PHA's jurisdiction. (select one of the choices below)

The mission of the PHA is the same as that of the Department of Housing and Urban Development: To promote adequate and affordable housing, economic opportunity and a suitable living environment free from discrimination.

The PHA's mission is: (state mission here)

Mission Statement of the Housing Authority of the City of Providence:

The Providence Housing Authority exists to develop and maintain decent, safe and sanitary housing and to address the economic and social needs of residents. The Providence Housing Authority is committed to high standards of public accountability and continuous improvement through management excellence, professional development and customer satisfaction.

Elements of the Mission:

- *To develop and maintain decent, safe and sanitary housing*
- *To address the economic and social needs of residents*
- *To ensure the adequacy and vitality of the city's affordable housing supply*
- *To maintain public confidence in the Authority's operations*
- *To assess and improve agency, program and employee performance*

B. Goals

The goals and objectives listed below are derived from HUD's strategic Goals and Objectives and those emphasized in recent legislation. PHAs may select any of these goals and objectives as their own, or identify other goals and/or objectives. Whether selecting the HUD-suggested objectives or their own, **PHAS ARE STRONGLY ENCOURAGED TO IDENTIFY QUANTIFIABLE MEASURES OF SUCCESS IN REACHING THEIR OBJECTIVES OVER THE COURSE OF THE 5 YEARS.** (Quantifiable measures would include targets such as: numbers of families served or PHAS scores achieved.) PHAs should identify these measures in the spaces to the

right of or below the stated objectives.

PHA Five Year Plan

The Providence Housing Authority continues to operate under our 2000-2005 Strategic Plan Goals Management Plan. A progress report on the goals and objectives of this plan is included as an attachment to this Annual and Five Year Plan. A new Strategic Plan will be completed during calendar year 2005.

HUD Strategic Goal: Increase the availability of decent, safe, and affordable housing.

PHA Goal: Expand the supply of assisted housing

Objectives:

Apply for additional rental vouchers: (as available)

Reduce public housing vacancies:

Leverage private or other public funds to create additional housing opportunities:

Acquire or build units or developments (the PHA has previously developed 252 units of scattered site housing and plans to develop 60-65 units of affordable housing at the Williams-Woods Place site.)

Other (list below)

PHA Goal: Improve the quality of assisted housing

Objectives:

Improve public housing management: (PHAS score)

Improve voucher management: (SEMAP score)

Increase customer satisfaction: (See additional PHA goals and objectives.)

Concentrate on efforts to improve specific management functions: (list; e.g., public housing finance; voucher unit inspections)

Renovate or modernize public housing units:

Demolish or dispose of obsolete public housing: (32 units of vacant and deprogrammed units at Hartford Park that have been replaced).

Provide replacement public housing: (Completed with the additional 252 unit of public housing)

Provide replacement vouchers:

Other: (list below)

PHA Goal: Increase assisted housing choices

Objectives:

Provide voucher mobility counseling:

Conduct outreach efforts to potential voucher landlords

Increase voucher payment standards

Implement voucher homeownership program: (In progress three to date.)

Implement public housing or other homeownership programs: (In progress, eight sold to date out of a total of ten.)

Implement public housing site-based waiting lists:

Convert public housing to vouchers:
Other: (list below)

HUD Strategic Goal: Improve community quality of life and economic vitality

PHA Goal: Provide an improved living environment

Objectives:

Implement measures to deconcentrate poverty by bringing higher income public housing households into lower income developments:

Implement measures to promote income mixing in public housing by assuring access for lower income families into higher income developments:

Implement public housing security improvements:

Designate developments or buildings for particular resident groups (elderly, persons with disabilities) (Completed with the designation of Carroll Tower and Dominica Manor as elderly-only.)

Other: (list below)

HUD Strategic Goal: Promote self-sufficiency and asset development of families and individuals

PHA Goal: Promote self-sufficiency and asset development of assisted households

Objectives:

Increase the number and percentage of employed persons in assisted families:

Provide or attract supportive services to improve assistance recipients' employability:

Provide or attract supportive services to increase independence for the elderly or families with disabilities.

Other: (list below)

HUD Strategic Goal: Ensure Equal Opportunity in Housing for all Americans

PHA Goal: Ensure equal opportunity and affirmatively further fair housing

Objectives:

Undertake affirmative measures to ensure access to assisted housing regardless of race, color, religion national origin, sex, familial status, and disability:

Undertake affirmative measures to provide a suitable living environment for families living in assisted housing, regardless of race, color, religion national origin, sex, familial status, and disability:

Undertake affirmative measures to ensure accessible housing to persons with all varieties of disabilities regardless of unit size required:

Other: (list below)

Other PHA Goals and Objectives: (list below)

- The Providence Housing Authority continues to operate under our 2000-2005 Strategic Plan Goals Management Plan. A progress report on the goals and objectives of this plan is included as an attachment to this Annual and Five Year Plan.

The Providence Housing Authority will complete a comprehensive Strategic Planning Process during calendar year 2005.

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Annual PHA Plan
PHA Fiscal Year 2006, HUD Fiscal Year 2005
[24 CFR Part 903.7]

i. Annual Plan Type:

Select which type of Annual Plan the PHA will submit.

Standard Plan

Streamlined Plan:

High Performing PHA
Small Agency (<250 Public Housing Units)
Administering Section 8 Only

Troubled Agency Plan

ii. Executive Summary of the Annual PHA Plan

[24 CFR Part 903.7 9 (r)]

Provide a brief overview of the information in the Annual Plan, including highlights of major initiatives and discretionary policies the PHA has included in the Annual Plan.

The following Annual Plan for The Housing Authority of the City of Providence outlines policies and procedures

covered in several PHA handbooks and manuals. The following pages along with these supporting documents comprise this plan. In 2000 the Providence Housing Authority developed an additional comprehensive strategic plan. The needs assessment phase of this plan included focus groups with residents from each of our developments as well as the Section 8 program; survey responses from approximately 975 conventional public housing development heads of household, 180 youth, 650 Section 8 residents and landlords, 90 scattered site residents and 110 neighbors of scattered sites as well surveys of external and internal stakeholders, all PHA employees, commissioners, and extensive environmental scanning activities. This process began again in 2004. During this Year the PHA surveyed all PHA public housing residents (885 or 36.3% responded), as well as significant numbers of Section 8 residents and landlords (we received 231 resident surveys and 259 landlord surveys). We also surveyed the neighbors of our scattered site housing and key stakeholders. We further conducted focus groups in partnership with the resident associations at each of our developments. All of these data are currently being used for our next strategic planning process, due to be completed by the end of FY 2005. These activities assisted the PHA in preparing its HUD mandated Annual and Five Year plans. These plans were developed in consultation with a Resident Advisory Board that is comprised of both public housing and Section 8 residents.

This Annual plan addresses policies concerning housing needs for the city and those on our waiting lists; strategies to address these needs; PHA financial resources; policies governing eligibility, selection, admissions, occupancy, rent determination and grievance procedures in public and Section 8 housing as well as overall policies and procedures governing these programs. One example of these policies concerns admissions. In an effort to attract working families to help stabilize PHA communities the PHA has instituted a working preference whereby 25 percent of new residents admitted into family developments will be working or participating in a training activity.

Also included in the annual and five year planning processes are capital improvements that either currently underway or to be addressed in the following years that cover a wide range of improvements to PHA sites and dwelling structures as well as the recent construction of a new community center and facilities management building at Hartford Park. Both annual and five-year capital fund statements are included in this document. The construction of the two new buildings at Hartford Park were made possible due to regulations that allow PHA's to borrow against future Capital Fund monies. These new facilities replace existing facilities that are outdated and inadequate. These activities total approximately five million dollars.

Services addressed in this plan include a homeownership program that has already resulted in eight former public housing residents owning their own homes; an ambitious adult education programs that include the Family Self-Sufficiency, General Equivalency Diploma, English as a Second Language, Office Skills, and other educational and training activities and classes. Other programs available to residents in our family developments are the youth program that includes academic assistance, computer resource centers, enrichment classes (art, music, dance etc.), a Youth Service Council for teens, and other activities.

For those living in the PHA's elderly and elderly/disabled developments the PHA offers health & wellness centers at three developments, a congregate nutrition lunch program, certified resident service coordinators, housekeeping assistance, transportation services, bus trips and various on-site recreational activities.

The PHA is also planning to demolish 32 vacant units of housing in its Hartford Park development. These units were replaced in a previous modernization and development plan and are rapidly deteriorating. Further, these buildings create a situation of highly dense housing with little open space or parking available. A previous court order was modified to allow the PHA to demolish these buildings and replace them with parking spaces and a tot lot. The PHA also plans to develop approximately 65 units of low income housing at the Roger Williams development site. This project will add desperately needed housing in the city of Providence.

All of these separate elements are brought together in this annual and five year plan that illustrates the Providence Housing Authority's commitment to providing the highest level of services in the most efficient and effect manner possible. The values behind the development of this plan are expressed in the PHA's mission statement included below:

Mission Statement of the Housing Authority of the City of Providence:

The Providence Housing Authority exists to develop and maintain decent, safe and sanitary housing and to address

the economic and social needs of residents. The Providence Housing Authority is committed to high standards of public accountability and continuous improvement through management excellence, professional development and customer satisfaction.

Elements of the Mission:

- 2. To develop and maintain decent, safe and sanitary housing*
- 3. To address the economic and social needs of residents*
- 4. To ensure the adequacy and vitality of the city's affordable housing supply*
- 5. To maintain public confidence in the Authority's operations*
- 6. To assess and improve agency, program and employee performance*

iii. Annual Plan Table of Contents

[24 CFR Part 903.7 9 (r)]

Provide a table of contents for the Annual Plan, including attachments, and a list of supporting documents available for public inspection.

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Attachments

Indicate which attachments are provided by selecting all that apply. Provide the attachment’s name (A, B, etc.) in the space to the left of the name of the attachment. Note: If the attachment is provided as a **SEPARATE** file submission from the PHA Plans file, provide the file name in parentheses in the space to the right of the title.

Required Attachments:

Admissions Policy for De-concentration (attached)	58
FY 2004 Capital Fund Program Annual Statement	(ri001b01)
Most recent board-approved operating budget (Required Attachment for PHAs that are troubled or at risk of being designated troubled ONLY)	
Statement of Progress for the PHA’s Five-Year Plan	(ri001a01)
Community Service Requirement Statement	59
Pet Policy Statement	61

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Optional Attachments:

PHA Management Organizational Chart (attached)	57
FY 2000 Capital Fund Program 5-Year Action Plan	(ri001c01)
Comments of Resident Advisory Board or Boards (must be attached if not included in PHA Plan text)	52
Other (List below, providing each attachment name)	
Plans to Address Items from the Real Estate Assessment Center	62
Customer Satisfaction Survey	
Capital Fund Annual Statement/Performance & Evaluation Reports	
2. CF 50102	(ri001d01)
CF 50103	(ri001e01)
CF 50203	(ri001f01)
CF 50104	(ri001g01)

Supporting Documents Available for Review

Indicate which documents are available for public review by placing a mark in the “Applicable & On Display” column in the appropriate rows. All listed documents must be on display if applicable to the program activities conducted by the PHA.

List of Supporting Documents Available for Review		
Applicable & On Display	Supporting Document	Applicable Plan Component
X	PHA Plan Certifications of Compliance with the PHA Plans and Related Regulations	5 Year and Annual Plans
X	State/Local Government Certification of Consistency with the Consolidated Plan	5 Year and Annual Plans
X	Fair Housing Documentation: Records reflecting that the PHA has examined its programs or proposed programs, identified any impediments to fair housing choice in those programs, addressed or is addressing those impediments in a reasonable fashion in view of the resources available, and worked or is working with local jurisdictions to implement any of the jurisdictions’ initiatives to affirmatively further fair housing that require the PHA’s involvement.	5 Year and Annual Plans
X	Consolidated Plan for the jurisdiction/s in which the PHA is located (which includes the Analysis of Impediments to Fair Housing Choice (AI)) and any additional backup data to support statement of housing needs in the jurisdiction	Annual Plan: Housing Needs
X	Most recent board-approved operating budget for the public housing program	Annual Plan: Financial Resources
X	Public Housing Admissions and (Continued) Occupancy Policy (A&O), which includes the Tenant Selection and Assignment Plan [TSAP]	Annual Plan: Section 3
X	Section 8 Administrative Plan	Annual Plan: Section 3
X	Public Housing Deconcentration and Income Mixing Documentation: 1. PHA board certifications of compliance with deconcentration requirements (section 16(a) of the US Housing Act of 1937, as implemented in the 2/18/99 <i>Quality Housing and Work Responsibility Act Initial Guidance; Notice</i> and any further HUD guidance) and	Annual Plan: Section 3

	2. Documentation of the required deconcentration and income mixing analysis	
X	Public housing rent determination policies, including the methodology for setting public housing flat rents check here if included in the public housing A & O Policy	Annual Plan: Rent Determination
X	Schedule of flat rents offered at each public housing development check here if included in the public housing A & O Policy	Annual Plan: Rent Determination
X	Section 8 rent determination (payment standard) policies check here if included in Section 8 Administrative Plan	Annual Plan: Rent Determination
X	Public housing management and maintenance policy documents, including policies for the prevention or eradication of pest infestation (including cockroach infestation)	Annual Plan: Operations and Maintenance
X	Public housing grievance procedures check here if included in the public housing A & O Policy	Annual Plan: Grievance Procedures
X	Section 8 informal review and hearing procedures check here if included in Section 8 Administrative Plan	Annual Plan: Grievance Procedures
X	The HUD-approved Capital Fund/Comprehensive Grant Program Annual Statement (HUD 52837) for the active grant year	Annual Plan: Capital Needs
N/A	Most recent CIAP Budget/Progress Report (HUD 52825) for any active CIAP grant	Annual Plan: Capital Needs
X	Most recent, approved 5 Year Action Plan for the Capital Fund/Comprehensive Grant Program, if not included as an attachment (provided at PHA option)	Annual Plan: Capital Needs
N/A	Approved HOPE VI applications or, if more recent, approved or submitted HOPE VI Revitalization Plans or any other approved proposal for development of public housing	Annual Plan: Capital Needs
X	Approved or submitted applications for demolition and/or disposition of public housing	Annual Plan: Demolition and Disposition
X	Approved or submitted applications for designation of public housing (Designated Housing Plans)	Annual Plan: Designation of Public Housing
N/A	Approved or submitted assessments of reasonable revitalization of public housing and approved or submitted conversion plans prepared pursuant to section 202 of the 1996 HUD Appropriations Act	Annual Plan: Conversion of Public Housing
X	Approved or submitted public housing homeownership programs/plans	Annual Plan: Homeownership
X	Policies governing any Section 8 Homeownership program check here if included in the Section 8 Administrative Plan	Annual Plan: Homeownership
X	Any cooperative agreement between the PHA and the TANF agency	Annual Plan: Section 12
X	FSS Action Plan/s for public housing and/or Section 8	Annual Plan: Section 12
X	Most recent self-sufficiency (ED/SS, TOP or ROSS or other resident services grant) grant program reports	Annual Plan: Section 12
X	The most recent Public Housing Drug Elimination Program (PHEDEP) semi-annual performance report for any open grant and most recently submitted PHDEP application (PHDEP Plan)	Annual Plan: Safety and Crime Prevention
X	The most recent fiscal year audit of the PHA conducted under section 5(h)(2) of the U.S. Housing Act of 1937 (42 U. S.C. 1437c(h)), the results of that audit and the PHA's response to any findings	Annual Plan: Annual Audit
N/A	Troubled PHAs: MOA/Recovery Plan	Troubled PHAs
	Other supporting documents (optional) (list individually; use as many lines as necessary)	(specify as needed)
X	Voluntary Conversion documentation	Section 10B

1. Statement of Housing Needs

[24 CFR Part 903.7 9 (a)]

A. Housing Needs of Families in the Jurisdiction/s Served by the PHA

Based upon the information contained in the Consolidated Plan/s applicable to the jurisdiction, and/or other data available to the PHA, provide a statement of the housing needs in the jurisdiction by completing the following table. In the "Overall" Needs column, provide the estimated number of renter families that have housing needs. For the remaining characteristics, rate the impact of that factor on the housing needs for each family type, from 1 to 5, with 1 being "no impact" and 5 being "severe impact." Use N/A to indicate that no information is available upon which the PHA can make this assessment.

Housing Needs of Families in the Jurisdiction by Family Type							
Family Type	Overall	Affor	Suppl	Quality	Acces	Size	Loca-t
Income <= 30% of AMI	20,942	5	5	4	3	4	4
Income >30% but <=50% of AMI	7,933	5	5	4	3	3	3
Income >50% but <80% of AMI	9,507	4	5	2-3	3	3	3
Elderly (65+)	5,554	4	4	2	2	2	2
Families with Disabilities (1990)	9,349	5	4	3	3	2	2
White*	22,807	4	4	3	2	2	3
African American*	6,271	4	4	3	2	2	3
Native American*	498	4	4	3	2	2	3
Asian*	2,075	4	4	3	2	2	3
Hispanic*	11,572	4	4	3	2	2	3

Race figures are separate from the Hispanic figure, which is considered ethnicity. Not included in the table, Hawaiian/Pacific Islander (64), "Some other race" (6,663), "Two or more races" (2,423).

What sources of information did the PHA use to conduct this analysis? (Check all that apply; all materials must be made available for public inspection.)

Consolidated Plan of the Jurisdiction/s

Indicate year: 1995, 2000

U.S. Census data: the Comprehensive Housing Affordability Strategy ("CHAS") dataset (2000, 1990, 1993)

American Housing Survey data

Indicate year:

Other housing market study

Indicate year: Internal PHA studies 2003

Other sources: (list and indicate year of information)

Providence Department of Planning and Development

Housing Database: RI Dept. of Administration, Division of Planning. July 2003.

B. Housing Needs of Families on the Public Housing and Section 8 Tenant-Based Assistance Waiting Lists

State the housing needs of the families on the PHA's waiting list/s. **Complete one table for each type of PHA-wide waiting list administered by the PHA.** PHAs may provide separate tables for site-based or sub-jurisdictional public housing waiting lists at their option.

Housing Needs of Families on the Waiting List			
Waiting list type: (select one) Section 8 tenant-based assistance Public Housing Combined Section 8 and Public Housing Public Housing Site-Based or sub-jurisdictional waiting list (optional) If used, identify which development/sub jurisdiction:			
12/31/2004	# of families	% of total families	Annual Turnover
Waiting list total	975 (There are also 3,740 on a pre-application list)		1,675 (Based on applicants on waiting list)
Extremely low income <=30% AMI	959	98%	
Very low income (>30% but <=50% AMI)	10	1%	
Low income (>50% but <80% AMI)	6	1%	
Families with children	367	38%	
Elderly families	140	14%	
Families with Disabilities	349	36%	
White	709	73%	
African American	232	24%	
Hispanic (included among other racial classifications)	545	56%	
Native American	9	1%	
Asian	25	3%	
Other	0	0%	
Characteristics by Bedroom Size (Public Housing Only)			
0 BR	410	42%	15% (Based on units turned over)
1BR	165	17%	6%
2 BR	233	24%	9%
3 BR	117	12%	4%
4 BR	31	3%	1%
5 BR	13	1%	0%
5+ BR	6	1%	0%
Is the waiting list closed (select one)? No Yes Has been opened for pre-application process since 10/18/00. Previously the elderly/disabled and two bedroom waiting lists had been open. If yes: How long has it been closed? N/A Does the PHA expect to reopen the list in the PHA Plan year? No Yes Does the PHA permit specific categories of families onto the waiting list, even if generally closed? No			

Housing Needs of Families on the Waiting List			
Waiting list type: (select one) Section 8 tenant-based assistance Public Housing Combined Section 8 and Public Housing Public Housing Site-Based or sub-jurisdictional waiting list (optional) If used, identify which development/sub-jurisdiction:			
	# of families	% of total families	Annual Turnover
Waiting list total	423 (There are also 1,687 on a pre-application list)		15%
Extremely low income <=30% AMI	321 (Not including pre-application list)	76%	
Very low income (>30% but <=50% AMI)	102 (Not including pre-application list)	24%	
Low income (>50% but <80% AMI)	0 (Not including pre-application list)	0%	
Families with children	382 (Not including pre-application list)	89%	
Elderly families	41 (Not including pre-application list)	10%	
Families with Disabilities	20 (Not including pre-application list)	5%	
White	302	72%	
African American	105	24%	
Hispanic	306	73%	
Native American	8	2%	
Asian	6	1%	
Unknown	2	<1%	
Characteristics by Bedroom Size (Public Housing Only)			
1BR	N/A	N/A	N/A
2 BR	N/A	N/A	N/A
3 BR	N/A	N/A	N/A
4 BR	N/A	N/A	N/A
5 BR	N/A	N/A	N/A
5+ BR	N/A	N/A	N/A
Is the waiting list closed (select one)? No Yes If yes: How long has it been closed? 72 months. Does the PHA expect to reopen the list in the PHA Plan year? No Yes Does the PHA permit specific categories of families onto the waiting list, even if generally closed? No Yes			

C. Strategy for Addressing Needs

Provide a brief description of the PHA's strategy for addressing the housing needs of families in the jurisdiction and on the waiting list **IN THE UPCOMING YEAR**, and the Agency's reasons for choosing this strategy.

As illustrated in the following section of this plan the PHA seeks to address the housing needs of the City of Providence through the implementation of efficient and effective management. To this end we have implemented an aggressive five-year goals management plan. The PHA also participated in the revision of the City's Consolidated Planning process. Further, the PHA has implemented many social programs to assist our existing residents in their efforts to become employed and has instituted an employment preference to assist the working poor.

Those with **disabilities** are served through efforts to modernize units based on the Section 504 needs assessment for public housing. These efforts have been built into our annual and five-year capital improvement plans. **Elderly** residents have been served through the designation two high-rise developments, Dominica Manor and Carroll Tower as elderly only. The result has been a significant increase in the average age of residents at those developments.

The PHA also plans to take advantage of additional resources that may become available such as new Section 8 vouchers and will strive to ensure that our policies result in consistently high Section 8 lease up rates. The PHA further plans to expand the supply of affordable housing units through the development of 60-65 new low-income housing units at the Roger Williams development site located in the South Providence neighborhood.

The PHA's housing strategies were selected with an understanding of the realities surrounding the low-income housing industry at this time. The PHA is aware that activities are necessarily constrained by funding levels and the availability of other resources. Further, the City has been fortunate to have thirteen Community Development Corporations and agencies such as the Department of Planning and Development and the Rhode Island Housing and Mortgage and Finance Corporation which also address the housing needs of our community.

The PHA developed its current strategies as part of two larger strategic planning processes (One conducted in 2000 and one currently in progress). The needs assessment phase of the 2000-2005 strategic plan included focus groups with members of each of our developments as well as Section 8 residents; survey responses of approximately 975 conventional public housing development heads of household, 180 youth, 650 Section 8 residents and landlords, 90 scattered site residents and 110 neighbors of scattered sites as well surveys of external and internal stakeholders, all PHA employees, commissioners, and extensive environmental scanning activities. In 2004 the PHA began a new strategic planning process. During this Year the PHA surveyed all PHA public housing residents (885 or 36.3% responded), as well as significant numbers of Section 8 residents and landlords (we received 231 resident surveys and 259 landlord surveys). We also surveyed the neighbors of our scattered site housing and key stakeholders. We further conducted focus groups in partnership with the resident associations at each of our developments. All of these data are currently being used for our next strategic planning process, due to be completed by the end of FY 2005. These activities assisted the PHA in preparing its HUD mandated Annual and Five Year plans. The annual and five-year HUD plans were developed in consultation with a Resident Advisory Board that is comprised of both public housing and Section 8 residents. Additional surveys are continuously implemented to gather customer feedback.

(1) Strategies

Need: Shortage of affordable housing for all eligible populations

Strategy 1. Maximize the number of affordable units available to the PHA within its current resources by:

Select all that apply

Employ effective maintenance and management policies to minimize the number of

public housing units off-line
Reduce turnover time for vacated public housing units
Reduce time to renovate public housing units
Seek replacement of public housing units lost to the inventory through mixed finance development
Seek replacement of public housing units lost to the inventory through section 8 replacement housing resources
Maintain or increase section 8 lease-up rates by establishing payment standards that will enable families to rent throughout the jurisdiction
Undertake measures to ensure access to affordable housing among families assisted by the PHA, regardless of unit size required
Maintain or increase section 8 lease-up rates by marketing the program to owners, particularly those outside of areas of minority and poverty concentration
Maintain or increase section 8 lease-up rates by effectively screening Section 8 applicants to increase owner acceptance of program
Participate in the Consolidated Plan development process to ensure coordination with broader community strategies
Other (list below)

Strategy 2: Increase the number of affordable housing units by:

Select all that apply

Apply for additional section 8 units should they become available
Leverage affordable housing resources in the community through the creation of mixed – finance housing
Pursue housing resources other than public housing or Section 8 tenant-based assistance.
Other: (list below)

Need: Specific Family Types: Families at or below 30% of median

Strategy 1: Target available assistance to families at or below 30 % of AMI

Select all that apply

Exceed HUD federal targeting requirements for families at or below 30% of AMI in public housing
Exceed HUD federal targeting requirements for families at or below 30% of AMI in tenant-based section 8 assistance
Employ admissions preferences aimed at families with economic hardships
Adopt rent policies to support and encourage work
Other: (list below)

Need: Specific Family Types: Families at or below 50% of median

Strategy 1: Target available assistance to families at or below 50% of AMI

Select all that apply

Employ admissions preferences aimed at families who are working

Adopt rent policies to support and encourage work
Other: (list below)

Need: Specific Family Types: The Elderly

Strategy 1: Target available assistance to the elderly:

Select all that apply

Seek designation of public housing for the elderly (Completed: Dominica Manor and Carroll Tower)
Apply for special-purpose vouchers targeted to the elderly, should they become available
Other: (list below)

Need: Specific Family Types: Families with Disabilities

Strategy 1: Target available assistance to Families with Disabilities:

Select all that apply

Seek designation of public housing for families with disabilities
Carry out the modifications needed in public housing based on the section 504 Needs Assessment for Public Housing
Apply for special-purpose vouchers targeted to families with disabilities, should they become available
Affirmatively market to local non-profit agencies that assist families with disabilities
Other: (list below)

Need: Specific Family Types: Races or ethnicities with disproportionate housing needs

Strategy 1: Increase awareness of PHA resources among families of races and ethnicities with disproportionate needs:

Select if applicable

Affirmatively market to races/ethnicities shown to have disproportionate housing needs
Other: (list below)

Strategy 2: Conduct activities to affirmatively further fair housing

Select all that apply

Counsel section 8 tenants as to location of units outside of areas of poverty or minority concentration and assist them to locate those units
Market the section 8 program to owners outside of areas of poverty /minority concentrations
Other: (list below)

Other Housing Needs & Strategies: (list needs and strategies below)

(2) Reasons for Selecting Strategies

Of the factors listed below, select all that influenced the PHA's selection of the strategies it will pursue:

Funding constraints
Staffing constraints
Limited availability of sites for assisted housing
Extent to which particular housing needs are met by other organizations in the community
(13 Community Development Corporations, Rhode Island Housing and Mortgage
Finance Corporation, City of Providence Department of Planning and Development, etc.)
Evidence of housing needs as demonstrated in the Consolidated Plan and other
information available to the PHA
Influence of the housing market on PHA programs
Community priorities regarding housing assistance
Results of consultation with local or state government
Results of consultation with residents and the Resident Advisory Board
Results of consultation with advocacy groups
Other: (list below)

Separate comprehensive strategic planning process.

2. Statement of Financial Resources

[24 CFR Part 903.7 9 (b)]

List the financial resources that are anticipated to be available to the PHA for the support of Federal public housing and tenant-based Section 8 assistance programs administered by the PHA during the Plan year. Note: the table assumes that Federal public housing or tenant based Section 8 assistance grant funds are expended on eligible purposes; therefore, uses of these funds need not be stated. For other funds, indicate the use for those funds as one of the following categories: public housing operations, public housing capital improvements, public housing safety/security, public housing supportive services, Section 8 tenant-based assistance, Section 8 supportive services or other.

Financial Resources: Planned Sources and Uses		
Sources	Planned \$	Planned Uses
1. Federal Grants (FY 2005 grants)		
a) Public Housing Operating Fund	7,330,315	
b) Public Housing Capital Fund-CGP	4,600,000	
c) HOPE VI Revitalization	-	
d) HOPE VI Demolition	-	
e) Annual Contributions: Section 8 Tenant-Based	14,932,299	
f) Public Housing Drug Elimination Program (including any Technical Assistance funds)	0	
g) Resident Opportunity and Self-Sufficiency Grants (2)	120,000 34,000	Youth & Family Programs
h) Community Development Block Grant	-	
i) HOME	-	
Other Federal Grants (list below)		
2. Prior Year Federal Grants (un-obligated funds only) (list below)		
Section 8 FSS Grant	119,000	Self-Sufficiency
Ross-RI00RSF 001P0084	167,000	Education & Training
3. Public Housing Dwelling Rental Income	6,648,163	Operations
4. Other income (list below)		
Section 8 (Moderate and Substantial Rehabilitation)	7,904,896	
Interest Income	32,546	Operations
Other Operating Receipts	1,594,330 ³	Operations
5. Non-federal sources (list below)		
Health PHASE	30,000	Health Promotion
March of Dimes	5,000	Health Promotion
RI State Incentive Grant	90,000	Drug Use Prevention
Total resources	42,730,529^{3,6}	

3. PHA Policies Governing Eligibility, Selection, and Admissions

[24 CFR Part 903.7 9 (c)]

A. Public Housing

Exemptions: PHAs that do not administer public housing are not required to complete subcomponent 3A.

(1) Eligibility

- a. When does the PHA verify eligibility for admission to public housing? (select all that apply)
- When families are within a certain number of being offered a unit: (state number)
 - When families are within a certain time of being offered a unit: (within 6 months)
 - Other: (describe)
- b. Which non-income (screening) factors does the PHA use to establish eligibility for admission to public housing (select all that apply)?
- Criminal or Drug-related activity
 - Rental history
 - Housekeeping
 - Other (describe)
 - Prospective tenants must participate in a day long Preparation for Community Living/ Living Skills workshop prior to admission into public housing.
- c. Yes No: Does the PHA request criminal records from local law enforcement agencies for screening purposes?
- d. Yes No: Does the PHA request criminal records from State law enforcement agencies for screening purposes?
- e. Yes No: Does the PHA access FBI criminal records from the FBI for screening purposes? (either directly or through an NCIC-authorized source)

(2)Waiting List Organization

- a. Which methods does the PHA plan to use to organize its public housing waiting list (select all that apply)
- Community-wide list
 - Sub-jurisdictional lists
 - Site-based waiting lists
 - Other (describe)
- b. Where may interested persons apply for admission to public housing?
- PHA main administrative office
 - PHA development site management office
 - Other (list below)
- c. If the PHA plans to operate one or more site-based waiting lists in the coming year, answer each of the following questions; if not, skip to subsection **(3) Assignment**
1. How many site-based waiting lists will the PHA operate in the coming year? N/A
 2. Yes No: Are any or all of the PHA's site-based waiting lists new for the upcoming year (that is, they are not part of a previously-HUD-approved site based waiting list plan)?
If yes, how many lists? N/A
 3. Yes No: May families be on more than one list simultaneously

If yes, how many lists? N/A

4. Where can interested persons obtain more information about and sign up to be on the site-based waiting lists (select all that apply)? N/A

PHA main administrative office

All PHA development management offices

Management offices at developments with site-based waiting lists

At the development to which they would like to apply

Other (list below)

(3) Assignment

- a. How many vacant unit choices are applicants ordinarily given before they fall to the bottom of or are removed from the waiting list? (select one)

One

Two

Three or More

- b. Yes No: Is this policy consistent across all waiting list types?

- c. If answer to b is no, list variations for any other than the primary public housing waiting list/s for the PHA:

(4) Admissions Preferences

- a. Income targeting:

Yes No: Does the PHA plan to exceed the federal targeting requirements by targeting more than 40% of all new admissions to public housing to families at or below 30% of median area income?

- b. Transfer policies:

In what circumstances will transfers take precedence over new admissions? (list below)

Emergencies

Overhoused

Underhoused

Medical justification

Administrative reasons determined by the PHA (e.g., to permit modernization work)

Resident choice: (state circumstances below)

Other: (list below)

Ratio of 5:1 when occupancy is below 97% and 1:1 when it is above 97%

- c. Preferences

1. Yes No: Has the PHA established preferences for admission to public housing (other than date and time of application)? (If "no" is selected, skip to subsection (5) Occupancy)

2. Which of the following admission preferences does the PHA plan to employ in the coming year? (select all that apply from either former Federal preferences or other preferences)

Former Federal preferences:

- Involuntary Displacement (Disaster, Government Action, Action of Housing Owner, Inaccessibility, Property Disposition)
- Victims of domestic violence
- Substandard housing
- Homelessness
- High rent burden (rent is > 50 percent of income)

Other preferences: (select below)

- Working families and those unable to work because of age or disability (4:1 ratio)
- Veterans and veterans' families
- Residents who live and/or work in the jurisdiction
- Those enrolled currently in educational, training, or upward mobility programs
- Households that contribute to meeting income goals (broad range of incomes)
- Households that contribute to meeting income requirements (targeting)
- Those previously enrolled in educational, training, or upward mobility programs
- Victims of reprisals or hate crimes
- Other preference(s) (list below)

3. If the PHA will employ admissions preferences, please prioritize by placing a "1" in the space that represents your first priority, a "2" in the box representing your second priority, and so on. If you give equal weight to one or more of these choices (either through an absolute hierarchy or through a point system), place the same number next to each. That means you can use "1" more than once, "2" more than once, etc.

(1) Date and Time

Former Federal preferences:

- Involuntary Displacement (Disaster, Government Action, Action of Housing Owner, Inaccessibility, Property Disposition)
- Victims of domestic violence
- Substandard housing
- Homelessness
- High rent burden

Other preferences (select all that apply)

- (2) Working families and those unable to work because of age or disability (4:1 ratio)
- Veterans and veterans' families
- Residents who live and/or work in the jurisdiction
- (2) Those enrolled currently in educational, training, or upward mobility programs
- (2) Households that contribute to meeting income goals (broad range of incomes)
- (2) Households that contribute to meeting income requirements (targeting)
- Those previously enrolled in educational, training, or upward mobility programs
- Victims of reprisals or hate crimes
- Other preference(s) (list below)

4. Relationship of preferences to income targeting requirements:

The PHA applies preferences within income tiers

Not applicable: the pool of applicant families ensures that the PHA will meet income targeting requirements

(5) Occupancy

a. What reference materials can applicants and residents use to obtain information about the rules of occupancy of public housing (select all that apply)

The PHA-resident lease

The PHA’s Admissions and (Continued) Occupancy policy

PHA briefing seminars or written materials

Other source (list)

b. How often must residents notify the PHA of changes in family composition? (select all that apply)

At an annual reexamination and lease renewal

Any time family composition changes

At family request for revision

Other (list)

(6) Deconcentration and Income Mixing

a. Yes No: Does the PHA have any general occupancy (family) public housing developments covered by the deconcentration rule? If no, this section is complete. If yes, continue to the next question.

b. Yes No: Do any of these covered developments have average incomes above or below 85% to 115% of the average incomes of all such developments? If no, this section is complete.

Based on revised regulations governing the de-concentration rule that sets the set the established income range (EIR) high end level at 115% of the average for all developments and or 30% of area median income (AMI) the PHA has no developments outside of the of the allowable threshold.

If yes, list these developments as follows:

Deconcentration Policy for Covered Developments			
Development Name:	Number of Units	Explanation (if any) [see step 4 at §903.2(c)(1)(iv)]	Deconcentration policy (if no explanation) [see step 5 at

			§903.2(c)(1)(v)]
N/A			

B. Section 8

Exemptions: PHAs that do not administer section 8 are not required to complete sub-component 3B.

Unless otherwise specified, all questions in this section apply only to the tenant-based section 8 assistance program (vouchers, and until completely merged into the voucher program, certificates).

(1) Eligibility

- a. What is the extent of screening conducted by the PHA? (select all that apply)
- Criminal or drug-related activity only to the extent required by law or regulation
 - Criminal and drug-related activity, more extensively than required by law or regulation (No admission for drug related or violent criminal activity within the previous five years.)
 - More general screening than criminal and drug-related activity (list factors below)
 - Other (list below)
- Previous public housing evictions or money owed to this and other housing authorities.*
- b. Yes No: Does the PHA request criminal records from local law enforcement agencies for screening purposes?
- c. Yes No: Does the PHA request criminal records from State law enforcement agencies for screening purposes?
- d. Yes No: Does the PHA access FBI criminal records from the FBI for screening purposes? (either directly or through an NCIC-authorized source)
- e. Indicate what kinds of information you share with prospective landlords? (select all that apply)
- Criminal or drug-related activity
 - Other (describe below)
- Previous owner's names & addresses, prior damage claims paid, eviction notices.*

(2) Waiting List Organization

- a. With which of the following program waiting lists is the section 8 tenant-based assistance waiting list merged? (select all that apply)
- None
 - Federal public housing
 - Federal moderate rehabilitation
 - Federal project-based certificate program
 - Other federal or local program (list below)
- b. Where may interested persons apply for admission to section 8 tenant-based assistance? (select all that apply)
- PHA main administrative office (when the list is open)
 - Other (list below)

(3) Search Time

- a. Yes No: Does the PHA give extensions on standard 60-day period to search for a unit? (If

yes, state circumstances below:)

1. New participants from the waiting list receive two 30-day extensions for a total of 120 days.
2. Current participants now receive two 30-day extensions for a total of 120 days when moving from one unit to another due to the current rental market.
3. A family that includes a disabled person or a child with an elevated blood lead level (EBL) receives one additional 30-day extension for a total of 150 days as a reasonable accommodation if requested and verification is provided.

(4) Admissions Preferences

a. Income targeting

Yes No: Does the PHA plan to exceed the federal targeting requirements by targeting more than 75% of all new admissions to the section 8 program to families at or below 30% of median area income?

b. Preferences

1. Yes No: Has the PHA established preferences for admission to section 8 tenant-based assistance? (other than date and time of application) (if no, skip to subcomponent **(5) Special purpose section 8 assistance programs**)
2. Which of the following admission preferences does the PHA plan to employ in the coming year? (select all that apply from either former Federal preferences or other preferences)

Former Federal preferences

Involuntary Displacement (Disaster, Government Action, Action of Housing Owner, Inaccessibility, Property Disposition)
 Victims of domestic violence
 Substandard housing
 Homelessness
 High rent burden (rent is > 50 percent of income)

Other preferences (select all that apply)

Working families and those unable to work because of age or disability (ratio of 4:1)
 Veterans and veterans' families
 Residents who live and/or work in your jurisdiction
 Those enrolled currently in educational, training, or upward mobility programs
 Households that contribute to meeting income goals (broad range of incomes)
 Households that contribute to meeting income requirements (targeting)
 Those previously enrolled in educational, training, or upward mobility programs
 Victims of reprisals or hate crimes
 Other preference(s) (list below)

3. If the PHA will employ admissions preferences, please prioritize by placing a "1" in the space that represents your first priority, a "2" in the box representing your second priority, and so on. If you give equal weight to one or more of these choices (either through an absolute hierarchy or through a point system), place the same number next to each. That means you can use "1" more

than once, “2” more than once, etc.

(1) Date and Time

Former Federal preferences

Involuntary Displacement (Disaster, Government Action, Action of Housing Owner, Inaccessibility, Property Disposition)
Victims of domestic violence
Substandard housing
Homelessness
High rent burden

Other preferences (select all that apply)

(2) Working families and those unable to work because of age or disability (1:4)
Veterans and veterans’ families
Residents who live and/or work in your jurisdiction
Those enrolled currently in educational, training, or upward mobility programs
Households that contribute to meeting income goals (broad range of incomes)
Households that contribute to meeting income requirements (targeting)
Those previously enrolled in educational, training, or upward mobility programs
Victims of reprisals or hate crimes
Other preference(s) (list below)

4. Among applicants on the waiting list with equal preference status, how are applicants selected? (select one)

Date and time of application
Drawing (lottery) or other random choice technique

5. If the PHA plans to employ preferences for “residents who live and/or work in the jurisdiction” (select one)

This preference has previously been reviewed and approved by HUD
The PHA requests approval for this preference through this PHA Plan

6. Relationship of preferences to income targeting requirements: (select one)

The PHA applies preferences within income tiers
Not applicable: the pool of applicant families ensures that the PHA will meet income targeting requirements

(5) Special Purpose Section 8 Assistance Programs

a. In which documents or other reference materials are the policies governing eligibility, selection, and admissions to any special-purpose section 8 program administered by the PHA contained? (select all that apply)

The Section 8 Administrative Plan
Briefing sessions and written materials
Other (list below)

b. How does the PHA announce the availability of any special-purpose section 8 programs to

the public?

Through published notices

Other (list below)

Direct mailings to participants and applicants

4. PHA Rent Determination Policies

[24 CFR Part 903.7 9 (d)]

A. Public Housing

Exemptions: PHAs that do not administer public housing are not required to complete sub-component 4A.

(1) Income Based Rent Policies

Describe the PHA's income based rent setting policy/ies for public housing using, including discretionary (that is, not required by statute or regulation) income disregards and exclusions, in the appropriate spaces below.

a. Use of discretionary policies: (select one)

The PHA will not employ any discretionary rent-setting policies for income based rent in public housing. Income-based rents are set at the higher of 30% of adjusted monthly income, 10% of unadjusted monthly income, the welfare rent, or minimum rent (less HUD mandatory deductions and exclusions). (If selected, skip to sub-component (2))

---or---

The PHA employs discretionary policies for determining income based rent (If selected, continue to question b.)

b. Minimum Rent

1. What amount best reflects the PHA's minimum rent? (select one)

- \$0
- \$1-\$25
- \$26-\$50

2. Yes No: Has the PHA adopted any discretionary minimum rent hardship exemption policies? (If yes to question 2, list these policies below)

Families seeking work, elderly families (62 years and over) and disabled families without income.

c. Rents set at less than 30% than adjusted income

1. Yes No: Does the PHA plan to charge rents at a fixed amount or percentage less than 30% of adjusted income?
2. If yes to above, list the amounts or percentages charged and the circumstances under which these will be used below:

Flat Rents

d. Which of the discretionary (optional) deductions and/or exclusions policies does the PHA plan to employ (select all that apply)

For the earned income of a previously unemployed household member

For increases in earned income

Fixed amount (other than general rent-setting policy)

If yes, state amount/s and circumstances below:

Fixed percentage (other than general rent-setting policy)

If yes, state percentage/s and circumstances below:

- For household heads
- For other family members
- For transportation expenses
- For the non-reimbursed medical expenses of non-disabled or non-elderly families
- Other (describe below)

e. Ceiling rents

1. Do you have ceiling rents? (rents set at a level lower than 30% of adjusted income) (select one)

- Yes for all developments
- Yes but only for some developments
- No

2. For which kinds of developments are ceiling rents in place? (select all that apply)

- For all developments
- For all general occupancy developments (not elderly or disabled or elderly only)
- For specified general occupancy developments
- For certain parts of developments; e.g., the high-rise portion
- For certain size units; e.g., larger bedroom sizes
- Other (list below)

3. Select the space or spaces that best describe how you arrive at ceiling rents (select all that apply)

- Market comparability study
- Fair market rents (FMR)
- 95th percentile rents
- 75 percent of operating costs
- 100 percent of operating costs for general occupancy (family) developments
- Operating costs plus debt service
- The "rental value" of the unit
- Other (list below)

f. Rent re-determinations:

1. Between income reexaminations, how often must tenants report changes in income or family composition to the PHA such that the changes result in an adjustment to rent? (select all that apply)

- Never
- At family option
- Any time the family experiences an income increase
- Any time a family experiences an income increase above a threshold amount or percentage: (if selected, specify threshold)_____
- Other (list below)

- g. Yes No: Does the PHA plan to implement individual savings accounts for residents (ISAs) as an alternative to the required 12 month disallowance of earned income

and phasing in of rent increases in the next year?

(2) Flat Rents

1. In setting the market-based flat rents, what sources of information did the PHA use to establish comparability? (select all that apply.) (Not yet set)
 - The section 8 rent reasonableness study of comparable housing
 - Survey of rents listed in local newspaper
 - Survey of similar unassisted units in the neighborhood
 - Other (list/describe below)

B. Section 8 Tenant-Based Assistance

Exemptions: PHAs that do not administer Section 8 tenant-based assistance are not required to complete sub-component 4B. **Unless otherwise specified, all questions in this section apply only to the tenant-based section 8 assistance program (vouchers, and until completely merged into the voucher program, certificates).**

(1) Payment Standards

Describe the voucher payment standards and policies.

- a. What is the PHA's payment standard? (select the category that best describes your standard)
 - At or above 90% but below 100% of FMR
 - 100% of FMR
 - Above 100% but at or below 110% of FMR (110%) (For the East Side)
 - Above 110% of FMR (if HUD approved; describe circumstances below)
2. If the payment standard is lower than FMR, why has the PHA selected this standard? (select all that apply)
 - FMRs are adequate to ensure success among assisted families in the PHA's segment of the FMR area
 - The PHA has chosen to serve additional families by lowering the payment standard
 - Reflects market or submarket
 - Other (list below)
- c. If the payment standard is higher than FMR, why has the PHA chosen this level? (select all that apply)
 - FMRs are not adequate to ensure success among assisted families in the PHA's segment of the FMR area
 - Reflects market or submarket
 - To increase housing options for families
 - Other (list below)
- d. How often are payment standards reevaluated for adequacy? (select one)
 - Annually (unless families begin to have difficulty locating units within appropriate range.
 - Other (list below)
- e. What factors will the PHA consider in its assessment of the adequacy of its payment standard? (select all that apply)
 - Success rates of assisted families

Rent burdens of assisted families

Other (list below)

Rent reasonableness standards.

(2) Minimum Rent

a. What amount best reflects the PHA's minimum rent? (select one)

\$0

\$1-\$25

\$26-\$50

b. Yes No: Has the PHA adopted any discretionary minimum rent hardship exemption policies? (if yes, list below)

5. Operations and Management

[24 CFR Part 903.7 9 (e)]

Exemptions from Component 5: High performing and small PHAs are not required to complete this section. Section 8 only PHAs must complete parts A, B, and C(2)

A. PHA Management Structure

Describe the PHA's management structure and organization.

(select one)

An organization chart showing the PHA's management structure and organization is attached. (Included as an attachment at the end of this report.)

A brief description of the management structure and organization of the PHA follows:

The Providence Housing Authority is Governed by an eleven member Board of Commissioners that includes two city councilmen and three resident positions.

The PHA's is currently structured in a traditional line and staff organization consisting of four staff sections, known as offices, and four line departments reporting to an Executive Director. In addition to a Deputy Director, Legal Counsel and Human Resource Officer, the four staff offices are, the Office of Security Services, the Office of Management Information Systems and the Office of Planning and Policy, and the Office of Finance & Accounting. The four line Departments are Housing Management, Facilities Management, Resident Services and Leased Housing.

-B. HUD Programs Under PHA Management

- 1 List Federal programs administered by the PHA, number of families served at the beginning of the upcoming fiscal year, and expected turnover in each. (Use "NA" to indicate that the PHA does not operate any of the programs listed below.)

Program Name	Units or Families Served at Year Beginning	Expected Turnover
Public Housing	2,536 (units)	475 + 104 transfers
Section 8 Vouchers	1,862 (families)	240
Section 8 Certificates	141 (families)	10
Section 8 Mod Rehab	293 (families)	150
Special Purpose Section 8 Certificates/Vouchers (list individually)	N/A	N/A
Public Housing Drug Elimination Program (PHDEP)	N/A	N/A
Other Federal Programs (list individually)		
Elderly Service Coordinators	1,053	Open to all elderly and elderly/disabled development residents.
RSDM (Youth Program) -Note, this program is funded by a diverse funding stream including federal, state and PHA operating funds in an attempt to maintain programs previously funded by PHDEP.	321	100
FSS	228	Multiyear program
GED/ESL	321	90%
Office Skills	20	100%

C. Management and Maintenance Policies

List the PHA's public housing management and maintenance policy documents, manuals and handbooks that contain the Agency's rules, standards, and policies that govern maintenance and management of public housing, including a description of any measures necessary for the prevention or eradication of pest infestation (which includes cockroach infestation) and the policies governing Section 8 management.

(1) Public Housing Maintenance and Management: (list below)**Facilities Management Operations Manual****Chapter 1: Introduction**

- Introduction
- Mission Statement
- Function Statement

Chapter 2: Facilities Management And Planning

- Organizational Structure /Staffing
- PHAS Performance Standards
- Annual Goals Management Plan
- Annual Facilities Management Plan

Chapter 3: Dispatch

- Dispatch
- Rovers
- Call Back Policy
- Building Control And Monitoring System

Chapter 4: Work Orders

- The Work Order System
- Generating Work Orders
- Completing Work
- Assigning Work Orders

Chapter 5: Inspection

- Unit Preventative Maintenance Inspections
- Major Systems Inspections
- Snow Removal Inspections

- Building And Grounds Inspections
- Quality Control Inspections
- Vacant Unit Inspections
- Occupancy Inspections

Chapter 6: Unit Turn-Around

- Unit Turnaround
- Procedure
- Anticipating Vacancies
- Quality Control Standards

Chapter 7: Inventory Control System

- Inventory Control System
- Reports
- Tools And Equipment
- Maintenance Inventory Model
- Warehousing

Chapter 8: Vehicles

- Motor Vehicle Preventive Maintenance
- Gasoline Purchasing
- Motor Vehicle Replacement Policy
- Vehicle Inspections
- Procedure
- Vehicle Trip Log
- Accidents

Chapter 9: Energy Management

- Energy Management
- Annual Utility Review
- Energy Management Strategies
- Annual Energy Conservation

Appendices

- A: Job Descriptions
- D: Landscape Plan
- G: Quality Control
- B: Goals Management Plan
- E: Development Inventory
- H: Planned Maint. Schedules
- C: Snow Removal Plan
- F: Tenant Charges
- I: Forms

Inspection Forms

- FM-Ins1: Annual Apt. Insp. Checklist (UPM Insp.)
- FM-Ins4: Major Systems Inspections
- FM-Ins7: Unit Turnaround: Final Apartment Insp.
- FM-Ins2: Building And Grounds Inspection
- FM-Ins5: Quality Control Inspection Report
- FM-Ins8: Unit Turnaround Update Form
- FM-Ins2a: Roof Inspection
- FM-Ins6: Snow Removal Inspection
- FM-Ins9: Vacant Unit Inspection
- FM-Ins3: Life Safety Systems Log

Vehicle Forms

- FM-Veh1 In-Shop Vehicle Maintenance
- FM-Veh3 Motor Vehicle Accident Report (DMV)
- FM-Veh5 Vehicle Checklist
- FM-Veh2 Monthly Vehicle Fuel Log
- FM-Veh4 Vehicle Accident Report
- FM-Veh6 Vehicle Trip Log

Inventory/Purchases Forms

- FM-Inv1 Employee's Equipment Receipt/Agreement and Custody Form
- FM-Inv2 Request Slip for Supplies and Equipment
- FM-Inv3 Temporary Equipment Custody Form

Logs

- FM-Log1 Call Back Log
- FM-Log3 Elevator Log
- FM-Log5 Key Log
- FM-Log2 Dispatch Office Radio Check-out Log
- FM-Log4 Employee Sick Log

Appendix J: Employee Performance Evaluation Forms

Housing Management Administrative Handbook

Forward

Chapter 1: History/Organization

- History of Public Housing
- Dept of Housing Management
- Organization of Department
- Public Housing Occupancy
- General Responsibilities
- Function Statement

Chapter 2: Introduction to Admissions & Continued Occupancy Plan

• Overview	Communication	Family Outreach
• Fair Housing	Questions to Ask In Granting Accommodation	Right to Privacy
• Reasonable Accommodation	Non-English Speaking Applicants and Residents	Required Postings

Chapter 3: Eligibility for Admission

• Policy Statement	Income Limits for Admission	Suitability
• Eligibility Criteria	Citizenship and Eligible Immigration Status	Grounds for Denial
• Family		• Posting of Admissions Policy

Chapter 4: Application Processing

• Pre-Application	Application	Establishing Applicant File
• Processing of Pre-Application	Processing of Application	Applicant Updates
• Pre-Application Data Entry	File Maintenance	Quality Control Checks

Chapter 5: Waiting List

• Establishing and Maintaining a Waiting List	Overview	• Waiting List Preferences
	• Opening/Closing Waiting List	• Updating the Waiting List

Chapter 6: Verification Process

• Overview	• Verification of Family Composition and Income	• Home Visit
• Types of Verification	• Familial Identification	• Home Visit Form
• Third Party Verification	• Eligible Immigration Status	• Shelter or Other Trans. Housing
• Verbal Verification	• Dependent Information	• Medical Facilities
• Original Documents	• Family's Annual Income	• Living with Families
• Applicant Certification	• Adjusted Income	• Re-inspections
• Information Subject to Change	• Net Family Assets	• Interview
• Sources of Verification	• Verifying Non-Economic Selection Criteria	• Interview Forms
• Applicant Info. Release Waiver	• History of Criminal Activity	• Office Interview Form
• Verification Steps	• Landlord Verification	• Fraud
• Obtaining 3rd Party Verification	• Utility Service	• Verification Time Limits

Chapter 7: Reviewing Verified Information

• Overview	Primary Indicators	• Other Factors and Considerations
• Office Interview Report	Secondary Indicators	• Verification of Mitigating Circumstances
• Residency Verifications	Income/Asset/Local Preference Verification	• Other Documentation
• Property Damage, Housekeeping, and Disturbances	Criminal Record Verification	• Home Visits
• Acceptable Documentation	Impact of Criminal Activity on the Community	• Location Preference

Chapter 8: Final Determination

• Overview	Interview	• Application Activity Record
• Final Determination	Participation in Preparation for Community Living	• Eligibility Determination
• Landlord Responses	Outstanding Balance on PHA Account	• Preference Determination
• Criminal Activity	Mitigating Circumstances	• Mandatory / Perm. Ineligibility
• Responses from Shelters	Misrepresentation and Fraud	• Admission of Apps. w Disabilities
• Evictions		• Waiting Period
• Home Visits		• Record keeping

Chapter 9: Income, Exclusions and Deductions

• Annual Income	Social Security Overpayment Withholding	• Elderly/Disabled Deduction
• Convert to Annual Income	Lump Sum Payments	• Child Care Expenses
• Income of Dependents	Lump Sum Payments Involving Attorney Fees	• Medical Expenses
• Income of Temporarily Absent Family Members	Relocation Payments	• Allowance for Disability Expenses
• Income of Confined Family Members	Reimbursement for Program Related Expenses	• Specialized Calculation for Households Eligible for Handicapped Assistance and Medical Expenses
• Income from Assets	Treatment of Income from Training Programs	• Excess Utility Expenses—Medical Equipment
• Regular Contributions and Gifts	Title V	• Income Exclusions
• Alimony or Child Support	Adjusted Income	
• Income from a Business	Dependent	

Chapter 10: Rent Calculation

• Family Choice in Rent	Flat Rent	• Utility Allowance
• Formula Based Rent	Rent for Families under the Non-citizen Rule	• Calculation of Total Tenant Payment
• Minimum Rent	Rent Changes for Families Receiving Public Assistance	

Chapter 11: Tenant Assignment

• Occupancy Standards	Same Gender Adults	• De-concentration Incentives
• Development Type	Live-in Aides	• Targeting
• Unit Type	Accessible Units	• Limitation of Non-Very Low Income Families
• Single Pregnant Women	Nondiscriminatory Interaction with Disabled Applicants	• Placement Procedures
• Foster Children, Foster Adults	Local Preferences and Broad Range of Incomes	• Record keeping

Chapter 12: Resident Selection Reporting

Chapter 13: Marketing

• Overview	• Marketing Plan	Measure Success of Performance
• Identifying Obstacles		

Chapter 14: Leasing

• Overview	Move-In Inspection	• Rent and Security Deposit
• Receiving Units from Maint.	Move-In Orientation	• Keys
• Sending App. Folders to Devs.	Lease Reading	• Processing Lease
• Showing Units	Security Check List	• Follow Up
• Preparing for Leasing	Lead-Based Paint Notification	

Chapter 15: Rent Collection

• Importance of Rent Collection	Rent Collection	• Grievance Procedure
• Resident Orientation	Termination for Nonpayment of Rent	• Notice to Post Office for Eviction for Criminal Activity
• Role of Housing Manager	Lease Termination Notice Requirements	• Escrow Deposit
• Lease Requirements for Rental Payments	Other	

Chapter 16: Re-examinations

-
- Overview
 - PHA Policies
 - Annual Reexamination
 - Interim Reexamination
 - Special Reexamination
 - Special Reexamination to Correct Error in Rent
 - No Income
 - Eligibility Requirements for Continued Occupancy
 - Rent Adjustments
 - Family Composition
 - Fraud
 - Choice in Rent
 - Flat Rent
 - Formula Method
 - Conducting Annual Re-exams
 - General
 - Missed Appointments
 - Reexamination Schedule
 - Application for Continued Occupancy
 - Processing of Applications for Continued Occupancy
 - Community Services
 - Income Changes Resulting from Welfare Program
 - Notification
 - Interim Re-certification
 - Receipt/Processing Applications for Interim Rent Adjustments
 - Decrease in Income
 - Increase in Income
 - Flat Rent
 - Interim Reexamination of Adjusted Income
 - Special Reexaminations
 - Scheduled Special Reexaminations
 - Conducting Special Reexaminations
 - Procedure Applicable to Special Reexamination to Correct an Error
 - Forwarding Rent Calcs. to F&A
 - Reporting Requirements

Chapter 17: Community Service Requirement

-
- General
 - Exemptions
 - Notification of Requirement
 - Volunteer Opportunities
 - Implementation of Requirement
 - Notification of Noncompliance with Community Service Requirement
 - Opportunity for Cure

Chapter 18: Transfers

-
- Overview
 - Policies
 - Resident Requested Transfers
 - Other Transfers
 - Reduction of Vacancies
 - Intra-and Inter-Dev Transfers
 - Transfer Priorities
 - Transfer Form
 - Occupancy Standards
 - PHA Required Transfers
 - Changes in Family Composition
 - Handicap Accessible Unit
 - Emergency and Other Transfers
 - Approval/Disapproval of PHA Required Transfers
 - Notification to Residents
 - Resident Requested Transfers
 - Approval/Disapproval
 - Transfer to Scattered Sites
 - Transfer from Scattered Site Units
 - Budgeting Issues
 - Restitution : Utility Shutoffs
 - Scheduling Transfers
 - Removal from FSS/Homeownership Program
 - Cost of Family's Move
 - Tenants in Good Standing
 - Resident Selection Office Responsibilities

Chapter 19: Adding Members to Lease

-
- Overview
 - Written Request/Interview
 - Screening
 - Under-housed

Chapter 20: Inspections

-
- Overview
 - Notification Requirements
 - Equipment
 - Returned Units
 - Move-in Inspections
 - Conducting Move-in Inspections
 - Reporting Requirements
 - Annual Inspections
 - Conducting Annual Inspections
 - Reporting Requirements
 - HUD Physical Cond. Assess.
 - Transfer Inspections
 - Conducting Transfer Inspections
 - Reporting Requirements
 - Emergency/Spot Inspections
 - Conducting Emer./Spot Inspections
 - Reporting Requirements
 - Vacate Inspections
 - Conducting Inspections
 - Reporting Requirements
 - Assessing Vacate Charges

Chapter 21: Grounds Inspection and Maintenance

-
- Overview
 - Conducting Grounds Inspections

Chapter 22: Lease Enforcement

-
- Handling Complaints
 - Log Book
 - Daycare Fraud

- | | | |
|------------------------|----------------------------|--------------------------|
| • Boarders and Lodgers | • Pets | • Welfare Income Charts |
| • Housekeeping | • Eviction Policy for Pets | • Restitution Agreements |
| • Vehicles | • Fraud | |
| • Towing Policy | • Unreported Employment | |

Chapter 23: Termination for Cause

- | | | |
|-------------------------|--|--|
| • Overview | • Termination of Illegal Drug Users and Alcohol Abusers | • State Law |
| • Termination by Tenant | Mandatory and Permanent Termination Laws and Regulations | • PHA Policy |
| • Termination by PHA | | • Termination of Lease for Reasons other than Nonpayment of Rent |
| • Criminal Activity | Federal Law and Regulations | • Issuance of Legal Notices to Residents |

Chapter 24: Vacating Units

- | | | |
|----------------------|-----------------------|------------------------------|
| • Overview | Vacate without Notice | • Return of Security Deposit |
| • Vacate with Notice | | |

Chapter 25: Grievance Procedure

- | | | |
|----------------------|---------------------------------|------------------------------|
| • Overview | • Notification, document review | • Availability |
| • Applicability | • Conducting a Hearing | • Grievance Secretary |
| • Grievance | • Private Hearing | • Miscellaneous |
| • Filing a Grievance | • Conducting a Hearing | • Escrow |
| • Grievance Process | • Panel Decision | • Other |
| • Response | • Effect of Panel Decision | • Failure to Request Hearing |
| • Review | • Issues of Rent | |
| • Postponements | • Grievance Panel | |

Chapter 26: File Maintenance and Data Entry

- | | | |
|---------------------|---------------------|-------------------|
| • Overview | • Vacated Residents | • Audits of Files |
| • File Organization | | |

Chapter 27: Quality Control and Audits

- | | |
|--------|---------------|
| • Logs | • Inspections |
|--------|---------------|

Chapter 28: Departmental Reporting

Chapter 29: Fire Policy

- | | | |
|----------------------|--------------------------|--|
| • Overview | • Non-Standard Hours | • Dexter Manor Office Responsibilities |
| • First on the Scene | • Process for Relocation | • Displaced Family Responsibilities |

Chapter 30: Access Cards

- | | | |
|-------------|---------------------|------------------------|
| • Overview | • Replacement Cards | • Vacating a Unit |
| • Procedure | • Defective Cards | • Visitors and Vendors |

Appendices

- | | | |
|-----------------------------|---------------------------|---------------------|
| • A: Glossary | • C: Reexamination Packet | • E: Lease |
| • B: Schedule of Flat Rents | • D: Grievance Procedure | • F: Re-exam Packet |

Other Manuals

- | | |
|---|---|
| • Pest and Rodent Control Policy | • Inventory Control Standard Operating Procedures |
| • Office Policy and Procedures Manual | • Security Plan |
| • Emergency Operations Manual | • Equipment and Vehicle Replacement Plan |
| • Security Officers Standard Operating Procedures | • Office Policy and Procedures Manual |

(2) Section 8 Management: (list below)

Rental Housing (Section 8) Administrative Plan

-
- | | |
|---|---|
| <ul style="list-style-type: none">• Section 1 Waiting List• Section 2 Eligibility for Admission• Section 3 Rent Calculation• Section 4 Briefing/Issuance of Certificates, Vouchers• Section 5 Inspections• Section 6 Leasing Policies• Section 7 Owner's Requirements and Responsibilities• Section 8 Re-certifications and Continued Eligibility• Section 9 Moves Section 10 Portability | <ul style="list-style-type: none">• Section 11 Contract Terminations• Section 12 Claims• Section 13 Fraud and Program Abuse• Section 14 Other Programs• Index• Glossary of Terms• Appendix 1 Rental Housing Process Flow Charts• Appendix 2 Rent Reasonableness, Utility Allowances• Appendix 3 Rental Housing Forms• Appendix 4 Housing Quality Standards Inspection Form |
|---|---|

6. PHA Grievance Procedures

[24 CFR Part 903.7 9 (f)]

Exemptions from component 6: High performing PHAs are not required to complete component 6. Section 8-Only PHAs are exempt from sub-component 6A.

A. Public Housing

1. Yes No: Has the PHA established any written grievance procedures in addition to federal requirements found at 24 CFR Part 966, Subpart B, for residents of public housing?

If yes, list additions to federal requirements below:

2. Which PHA office should residents or applicants to public housing contact to initiate the PHA grievance process? (select all that apply)
 - PHA main administrative office
 - PHA development management offices
 - Other (list below)

Grievance Procedures

Overview

The PHA grievance procedure was developed to provide applicants and residents with a standardized and prompt process for resolving disputes with the PHA. The grievance procedure has been designed in accordance with the Order of the court in CA NO. 82-0169S, U.S. District Court, District of Rhode Island - Johnson et al v. Housing Authority of the City of Providence.

Additionally, the QHWRA requires the PHA to change its grievance procedure to comply with the following:

- 1 Residents do not have the protection of the grievance procedure if they are engaged in violent or drug related activities.
- 1 The PHA must allow the grievance procedure to cover disputes over refusals to renew a public housing lease due to lack of compliance with the community service requirement and disputes over an agency's refusal to lower a rent payment after public assistance payments are reduced due to noncompliance with the public assistance program.

If a hearing is not required, the PHA must notify the Tenant.

Applicability

The PHA may exclude any grievance concerning an eviction or termination of tenancy based upon a resident's creation or maintenance of a serious threat to the health or safety of other residents or of PHA employees from

grievance procedure requirement. In these cases, the PHA shall proceed in accordance with the Rhode Island "twenty day" summons and complaint procedures in the Sixth Division District Court.

The Grievance Procedure is not a forum for initiating or negotiating policy changes between a group or groups of residents and the PHA Board of Commissioners or Executive Director, nor is it a forum for disputes between residents or class grievances. However, an individual resident may challenge a PHA policy, as applied to that resident, as being in conflict with the rules or laws listed in the definition of a grievance below.

Definitions

Grievance: a grievance is any dispute that a resident or applicant may have with respect to a PHA action or failure to act in accordance with the individual resident's lease or federal statute.

Resident: a resident of the PHA is any lessee or the remaining head of household of any resident family residing in housing owned and managed by the PHA, or any applicant for public housing.

Filing a Grievance

It is the purpose of this procedure to allow Tenants to bring complaints to the attention of the PHA and obtain immediate resolution, maintenance, or correction without the requirement of initiating a grievance. Not every complaint triggers a grievance. Any Tenant may initiate a grievance by obtaining a Grievance Request (Figure 25-1) to be completed at either the Housing Manager's office or the PHA's central office.

A grievance is filed when the Grievance Request is completed, signed, and dated (top portion). In compliance with 24 CFR 966.55, the Grievance Request shall specify the reasons for the grievance and the action or relief sought. Adequate forms shall be provided by the PHA and available in each Management Office and at the PHA's central offices.

The Grievance Procedure will remain on file in each management office at all times. A notice of the availability of the procedure will be posted at all times.

Grievance Process

The Housing Manager shall respond to the grievance within five (5) working days of the filing of a grievance. The response shall be in writing, signed and dated and the grievant shall sign and date the receipt of the Housing Manager's written response on the *Grievance Request* form. If, by the end of the fifth business day, the Housing Manager has not obtained the signed receipt from the resident, the Housing Manager shall deliver or mail (first class regular U.S. mail) a copy of the response to the resident, and the day after such delivery or mailing date shall be deemed the date of receipt.

Review

No later than the fifth business day after the grievant's receipt of the response, the grievant may request a review by the Executive Director by signing and dating the appropriate line on the *Grievance Request* form. The request for review shall be immediately forwarded to the Executive Director, by the PHA, and the Executive Director shall record a decision and communicate it to the grievant in the same procedure as set forth in Section 25.5.1 above.

Within five days of the grievant's receipt of the Executive Director's decision, the grievant may request the convening of the full grievance hearing by signing and dating the appropriate line on the *Grievance Request* form. The request for a grievance hearing shall be immediately forwarded to the Grievance Procedure secretary at the PHA's central offices.

The grievance shall be held within twenty (20) working days of the date of the request. The hearing shall be held at the local housing development of the grievant, or at the central office in the case of an applicant, or at any other location if mutually agreeable to the PHA and the grievant.

Postponements

The date of the hearing may be postponed by the decision of at least two of the three grievance panel members. The Grievance Procedure secretary shall immediately notify the grievant and the PHA personnel involved of any postponements. Only one postponement of the hearing will be allowed, without the grievant's consent, and the rescheduled hearing shall be held within twenty (20) working days of the originally scheduled date. The same panel shall conduct the postponed hearing. Best efforts shall be made to hold the hearing at a time and place reasonably

convenient to both grievant and the PHA. The grievant may also postpone the hearing once.

Notification and Document Review

The ***grievant must receive written notice of the hearing at least two weeks prior to the hearing.*** The PHA shall use Figure 25-2 for all such notices. Proof of grievant receipt of the notice shall be by signed receipt or by notation of mailing to the grievant's address. Mailing must occur no later than fifteen days prior to the hearing.

Any documents, records, or regulations not made available may not be relied upon by the PHA at the grievance hearing.

Conducting a Hearing

Private Hearing

The grievant has a right to a private hearing (i.e., only the panel, grievant, grievant representative, PHA representative, and witnesses). However, the hearing may be public if the grievant so requests.

Conducting a Hearing

The following guidelines should be adhered to when conducting a grievance hearing.

- 1 The third, or neutral, panel member shall chair the panel and rule on points of order and procedure. The strict rules of evidence and procedure shall not apply unless specifically stated in this procedure.
- 1 Each side has the right to present evidence, documents, witnesses, and arguments to challenge evidence relied upon by the opposing side, and to confront and cross-examine witnesses upon whose testimony the other side relies.
- 1 The panel shall require all persons present to conduct themselves in an orderly fashion.
- 1 The panel may allow a party to submit any document after the hearing as long as a copy is provided to the opposing side, with opportunity to respond. If absolutely necessary, the panel may continue and reconvene the hearing for further testimony or argument, subject to the same timetable as that used for postponements.
- 1 Either party may arrange for a transcript of the hearing. Arrangements to be made in advance and, at the requesting party's expense.
- 1 The order of presentation of evidence and arguments, and the appropriateness of panel members asking their own questions shall be left to sound discretion of the panel.
- 1 The panel shall allow each side a reasonable time for presentation of its case but may conclude the hearing when the panel feels no new evidence or arguments are being offered.
- 1 In exceptional circumstances, the panel may exclude any person for failure to comply with the directions of the panel chairperson or may, with advance warning, conclude the hearing with a decision against a party being disruptive, disorderly or repeatedly failing to comply with the panel's directions.

Panel Decision

No later than ten (10) working days after the conclusion of the hearing, the panel will issue a written decision and mail or deliver it to the grievant and the Grievance Secretary. The Grievance Secretary will deliver it to the Executive Director of the PHA. The decision will explain the reasons for the panel's conclusions. The decision will specifically explain the result, relief, or remedy if any, which was reached including, where appropriate, precise dates, dollar figures, and conditions, which any party must adhere to as part of the relief. The decision will note whether it is unanimous and shall identify any dissenting member of the panel. It may include a written explanation for the dissent. The decision shall be dated and signed by the Chairperson. The decision shall be typewritten, and the Chairperson may use the services of the Grievance Secretary to do so.

Effect of Panel Decision

The decision of the panel shall be binding on the PHA, which shall take all actions, or refrain from any actions, necessary to carry out the decision unless the PHA Board of Commissioners determines within a reasonable time, and promptly notifies the grievant of its determination, that:

- 1 The grievance does not concern PHA action or failure to act; or
- 1 The decision of the panel is contrary to applicable federal, state, or local law, HUD regulations, or requirements imposed upon the PHA by the annual contributions contract between HUD and the PHA.

A decision of the panel in favor of the PHA, in whole or part, will neither constitute a waiver of, nor affect in any manner, any rights the grievant may have to a trial de novo or judicial review in any judicial proceedings, which may thereafter be brought in the matter. The decision shall be binding on the resident, however, insofar as any future grievance is concerned, on the same facts, by the same grievant.

Issues of Rent

Where a resident is current in rent and initiates a grievance, the resident must remain current through the date of the request for the hearing at which point the resident may pay rent into the PHA's grievance escrow account in lieu of paying rent to the PHA. In cases involving escrow accounts, the decision of the panel shall address itself to the question of disbursement of such account, in whole or in part, with condition or a timetable attached to such disbursements.

Where a resident is current in rent, and the PHA initiates an eviction action, the resident may request a grievance procedure prior to the state court action as long as the resident:

- 1 remains current in rent; or
- 1 follows the same escrow procedure.

Where a resident is in arrears in rent, and the PHA initiates any eviction action, that resident may request a grievance and be entitled to a grievance hearing only if that resident thereafter pays each month's rent as it becomes due at the beginning of the next month following the month in which the PHA initiates the eviction action (i.e., ***no additional arrearages may accrue during the pendency of the grievance***).

Where a resident is in arrears in rent, the rent must be brought current before that resident may initiate his or her own grievance.

The PHA shall be considered to have initiated an eviction action by sending a notice of proposed termination or notice of intent to evict or to terminate a lease. A "warning" or conditional notice shall not be considered such a notice.

Failure on the part of the resident to comply with these requirements shall constitute a forfeiture of the grievance procedure.

Grievance Panel

The grievance panel shall consist of three persons, one from each of the following categories:

- 1 The PHA pool;
- 1 The resident pool; and
- 1 The neutral pool.

The PHA pool shall consist of employees of the PHA, as designated by the Executive Director from time to time; this pool shall have no fewer than four members at all times; no member may remain in the pool for more than six months out of each calendar year.

The resident pool shall consist of all residents who shall volunteer to serve with the Grievance Secretary posting notices twice each year, in every development, seeking volunteers for the grievance pool. No member may remain in the pool for more than six months out of each calendar year.

The neutral pool shall consist of third parties who have no employment, financial, or other conflicting interest in the PHA, and, therefore, serve as neutral arbitrators. This member of the pool shall be the chairperson. The parties to this action shall jointly solicit members for this pool by contacting, in writing, the following agencies and community groups and requesting that each agency or group designate one employee or member to serve:

1 Elmwood Community Center	1 Providence Ambulatory Health Care Facilities
1 Rhode Island Human Rights Commission	1 D.C.A. Department of Women & Human Resources
1 PRO - CAP	1 Sojourner House
1 Joslin Center	1 Women's Development Corporation
1 Smith Hill Center	1 South Providence Neighborhood Center
1 John Hope Settlement House	1 DaVinci Center
1 Urban League	1 Rhode Island Indian Council
1 Black Ministerial Alliance	1 Federal Hill House Association
1 Progreso Latino	1 St. Martin de Porres Center
1 S.R.S.	1 Education Opportunity Center
1 Providence Mental Health	1 Junior Chamber of Commerce
1 Providence Human Relations Commission	1 Marathon House
1 International House	1 Providence Corporation

The neutral pool members shall serve no longer than twelve consecutive months, after which their respective agencies and groups shall be requested to designate another person. It shall be the duty of the neutral member of the panel to exercise independent judgment.

Availability

The PHA will make the grievance procedure available in management offices and at the administrative office. Each resident shall be entitled to one copy upon request.

Grievance Secretary

The Grievance Secretary is ineligible to be in the PHA pool for the grievance panels.

The Grievance Secretary, upon receipt of a request for a grievance panel hearing in accordance with this procedure, shall promptly schedule the hearing by randomly selecting one person from each of the three pools, arranging a date, time and place and shall notify the panel members and the parties. The Grievance Secretary shall advise each panel member of the grievant's name and (if applicable) development to ascertain if a conflict exists for that panel member. The PHA member of the panel shall not be employed at the local management office of the grievant's development.

There shall be no communications between or among any panel members or the grievant prior to the hearing, and the Grievance Secretary shall not advise panel members of any details of the grievance, except insofar as necessary to determine conflicts of interest.

Miscellaneous

Escrow

The PHA's grievance procedure continues and adopts the "escrow" provisions of the settlement reached in Mitchell, et al v. Housing Authority of the City of Providence, C.A. No. 77-0615 (U.S. District Ct., D.R.I.). To the extent of any inconsistencies, this Grievance Procedure shall supersede and control over all prior procedures.

Other

This Grievance Procedure shall be the sole procedure, until modified or replaced, per order of the Court, for all residents and applicants of the PHA, replacing any inconsistent prior procedures or practices.

The U.S. District Court retained jurisdiction to consider future changes in this procedure.

Failure to Request Hearing

Per 24 CFR 966.55, Failure to request a hearing does not constitute a waiver of a Tenant's right to contest an action in court.

B. Section 8 Tenant-Based Assistance

1. Yes No: Has the PHA established informal review procedures for applicants to the Section 8 tenant-based assistance program and informal hearing procedures for families assisted by the Section 8 tenant-based assistance program in addition to federal requirements found at 24 CFR 982?

(Applicants have access to the PHA's grievance procedures, Section 8 program participants are granted informal hearings)

If yes, list additions to federal requirements below:

Please see the grievance procedures included under Public Housing.

2. Which PHA office should applicants or assisted families contact to initiate the informal review and informal hearing processes? (Select all that apply)
PHA main administrative office
Other (list below)

7. Capital Improvement Needs

[24 CFR Part 903.7 9 (g)]

Exemptions from Component 7: Section 8 only PHAs are not required to complete this component and may skip to Component 8.

A. Capital Fund Activities

Exemptions from sub-component 7A: PHAs that will not participate in the Capital Fund Program may skip to component 7B. All other PHAs must complete 7A as instructed.

(1) Capital Fund Program Annual Statement

Using parts I, II, and III of the Annual Statement for the Capital Fund Program (CFP), identify capital activities the PHA is proposing for the upcoming year to ensure long-term physical and social viability of its public housing developments. This statement can be completed by using the CFP Annual Statement tables provided in the table library at the end of the PHA Plan template **OR**, at the PHA's option, by completing and attaching a properly updated HUD-52837.

Select one:

The Capital Fund Program Annual Statement is provided as an attachment to the PHA Plan at Attachment (state name)

Capital Fund Program Annual Statement/P&E Report Parts I-III (**ri001b01**)

-or-

The Capital Fund Program Annual Statement is provided below: (if selected, copy the CFP Annual Statement from the Table Library and insert here)

(2) Optional 5-Year Action Plan

Agencies are encouraged to include a 5-Year Action Plan covering capital work items. This statement can be completed by using the 5 Year Action Plan table provided in the table library at the end of the PHA Plan template **OR** by completing and attaching a properly updated HUD-52834.

a. Yes No: Is the PHA providing an optional 5-Year Action Plan for the Capital Fund? (if no, skip to sub-component 7B)

b. If yes to question a, select one:

The Capital Fund Program 5-Year Action Plan is provided as an attachment to the PHA Plan at Attachment (state name: **ri001c01**)

-or-

The Capital Fund Program 5-Year Action Plan is provided below: (if selected, copy the CFP optional 5 Year Action Plan from the Table Library and insert here)

B. HOPE VI and Public Housing Development and Replacement Activities (Non-Capital Fund)

Applicability of sub-component 7B: All PHAs administering public housing. Identify any approved HOPE VI and/or public housing development or replacement activities not described in the Capital Fund Program Annual Statement.

Yes No: a) Has the PHA received a HOPE VI revitalization grant? (if no, skip to question c; if yes, provide responses to question b for each grant, copying and completing as many times as necessary)

b) Status of HOPE VI revitalization grant (complete one set of questions for each grant)

1. Development name:

2. Development (project) number:

3. Status of grant: (select the statement that best describes the current status)

Revitalization Plan under development

Revitalization Plan submitted, pending approval

Revitalization Plan approved

Activities pursuant to an approved Revitalization Plan underway

Yes No: c) Does the PHA plan to apply for a HOPE VI Revitalization grant in the Plan year?

If yes, list development name/s below:

Yes No: d) Will the PHA be engaging in any mixed-finance development activities for public housing in the Plan year?

If yes, list developments or activities below:

The PHA will utilize tax credits to develop units at the remaining cleared land at the Roger Williams development site.

Yes No: e) Will the PHA be conducting any other public housing development or replacement activities not discussed in the Capital Fund Program Annual Statement?

If yes, list developments or activities below:

The PHA is currently taking advantage of regulations allowing PHA's to borrow against future Capital Fund monies. We used this capitalization mechanism to build a new community center and facilities management central office (completed and occupied) at the Hartford Park development. These new facilities replace existing facilities that have become inadequate. These activities total approximately \$5,000,000.

8. Demolition and Disposition

[24 CFR Part 903.7 9 (h)]

Applicability of component 8: Section 8 only PHAs are not required to complete this section.

1. Yes No: Does the PHA plan to conduct any demolition or disposition activities (pursuant to section 18 of the U.S. Housing Act of 1937 (42 U.S.C. 1437p)) in the plan Fiscal Year? (If “No”, skip to component 9; if “yes”, complete one activity description for each development.)

2. Activity Description

- Yes No: Has the PHA provided the activities description information in the **optional** Public Housing Asset Management Table? (If “yes”, skip to component 9. If “No”, complete the Activity Description table below.)

Demolition/Disposition Activity Description	
1a. Development name:	Hartford Park
1b. Development (project) number:	RI 43P001006
2. Activity type:	Demolition Disposition
3. Application status (select one)	Approved Submitted, pending approval Planned application (Planned demolition of vacant and deprogrammed units.)
2. Date application approved, submitted, or planned for submission:	Submitted electronically (12/02/04)
5. Number of units affected:	32 (all vacant and deprogrammed)
6. Coverage of action (select one)	Part of the development Total development
7. Timeline for activity:	a. Actual or projected start date of activity: Spring 2005 b. Projected end date of activity: Spring 2005

This application for demolition addresses a portion of the Hartford Park development and covers four buildings and 32 total units. The Providence Housing Authority has replaced these units with new units. The four buildings in question have been deprogrammed by the Department of Housing & Urban Development and have remained vacant for approximately 15 years. This section of the Hartford Park development is extremely dense posing significant parking congestion. This has resulted in blocked access for fire and rescue vehicles, frustration on the part of residents and visitors and a general concern for public safety on the part of the Housing Authority. Health and safety concerns further exceed the issue of fire and rescue vehicle access. These deprogrammed buildings have a blighting influence on the development and attract criminal activity such as drug dens. The buildings also threaten public safety due to rodent

infestation. We are further concerned of the attraction that these deprogrammed buildings have on the children who live in this family development.

The demolition of these deprogrammed units will greatly relieve the significant density concerns at this development. The proposed parking and recreation space are greatly needed and greatly desired by the public housing residents who live at this development and the access that will be provided to fire and rescue vehicles is a critical benefit of this project.

The Providence Housing Authority now operates under the Modified Settlement and Consent Decree, as entered by Judge Torres of the United States District Court for the District of Rhode Island on September 21, 2004. This modified Consent Decree states that “the PHA is hereby specifically authorized to demolish the following four uninhabited low-rise buildings at Hartford Park: (a) 1-3 Barry Road; (b) 6-8 Barry Road; (c) 13-15 Barry Road; and (d) 231-233 Hartford Avenue.”

Demolition/Disposition Activity Description
1a. Development name: Scattered Sites
1b. Development (project) number: RI 43P001028
2. Activity type: Demolition Disposition
3. Application status (select one) Approved Submitted, pending approval Planned application
2. Date application approved, submitted, or planned for submission: <u>(04/29/2004)</u> _
5. Number of units affected: 4
6. Coverage of action (select one) Part of the development Total development
7. Timeline for activity: a. Actual or projected start date of activity: Spring 2004 b. Projected end date of activity: Summer 2004

The PHA submitted a disposition application in April 2004 for four scattered site units located near the Admiral Terrace development. These four units are located in two duplex buildings. The disposition plan was submitted to assist in the expansion of the neighboring Times Square Academy. The buildings were moved but not demolished. The Times Square Academy paid for the cost to move these homes and provided the replacement sites for relocation.

Demolition/Disposition Activity Description
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1a. Development name: Roger Williams
1b. Development (project) number: RI 43P001002
2. Activity type: Demolition Disposition
3. Application status (select one) Approved Submitted, pending approval Planned application (Vacant land to be used for the development of 65 units of housing.)
2. Date application approved, submitted, or planned for submission: Submitted electronically (12/02/04) _ _
5. Number of units affected: 0
6. Coverage of action (select one) Part of the development (a vacant part) Total development
7. Timeline for activity: a. Actual or projected start date of activity: Spring 2005 b. Projected end date of activity: Summer 2005

9. Designation of Public Housing for Occupancy by Elderly Families or Families with Disabilities or Elderly Families and Families with Disabilities

[24 CFR Part 903.7 9 (i)]

Exemptions from Component 9; Section 8 only PHAs are not required to complete this section.

1. Yes No: Has the PHA designated or applied for approval to designate or does the PHA plan to apply to designate any public housing for occupancy only by the elderly families or only by families with disabilities, or by elderly families and families with disabilities or will apply for designation for occupancy by only elderly families or only families with disabilities, or by elderly families and families with disabilities as provided by section 7 of the U.S. Housing Act of 1937 (42 U.S.C. 1437e) in the upcoming fiscal year? (If “No”, skip to component 10. If “yes”, complete one activity description for each development, unless the PHA is eligible to complete a streamlined submission; PHAs completing streamlined submissions may skip to component 10.)

2. Activity Description

- Yes No: Has the PHA provided all required activity description information for this component in the **optional** Public Housing Asset Management Table? If “yes”, skip to component 10. If “No”, complete the Activity Description table below.

Designation of Public Housing Activity Description	
1a. Development name: Dominica Manor and Carroll Tower	
1b. Development (project) number: RI 43 P009 (Dominica Manor), RI 43 P0011 (Carroll Tower)	
2. Designation type:	<ul style="list-style-type: none"> Occupancy by only the elderly Occupancy by families with disabilities Occupancy by only elderly families and families with disabilities
3. Application status (select one)	<ul style="list-style-type: none"> Approved; included in the PHA's Designation Plan Submitted, pending approval Planned application
4. Date this designation approved, submitted, or planned for submission: (February 1995)	(Approved 90 days after PHA submission of Allocation Plan) This was re-approved in 2000 and again on July 9 th 2002. The latest re-submission occurred in December 2004 and has since been approved.
5. If approved, will this designation constitute a (select one)	<ul style="list-style-type: none"> New Designation Plan (NA, previously approved) Revision of a previously-approved Designation Plan? (NA, plan has been approved)
6. Number of units affected: 398	
7. Coverage of action (select one)	<ul style="list-style-type: none"> Part of the development Total development

10. Conversion of Public Housing to Tenant-Based Assistance

[24 CFR Part 903.7 9 (j)]

Exemptions from Component 10; Section 8 only PHAs are not required to complete this section.

A. Assessments of Reasonable Revitalization Pursuant to section 202 of the HUD FY 1996 HUD Appropriations Act

1. Yes No: Have any of the PHA’s developments or portions of developments been identified by HUD or the PHA as covered under section 202 of the HUD FY 1996 HUD Appropriations Act? (If “No”, skip to component 11; if “yes”, complete one activity description for each identified development, unless eligible to complete a streamlined submission. PHAs completing streamlined submissions may skip to component 11.)

2. Activity Description

Yes No: Has the PHA provided all required activity description information for this component in the **optional** Public Housing Asset Management Table? If “yes”, skip to component 11. If “No”, complete the Activity Description table below.

Conversion of Public Housing Activity Description (N/A)	
1a. Development name:	
1b. Development (project) number:	
2. What is the status of the required assessment?	Assessment underway Assessment results submitted to HUD Assessment results approved by HUD (if marked, proceed to next question) Other (explain below)
3. Yes No: Is a Conversion Plan required? (If yes, go to block 4; if no, go to block 5.)	
4. Status of Conversion Plan (select the statement that best describes the current status)	Conversion Plan in development Conversion Plan submitted to HUD on: (DD/MM/YYYY) Conversion Plan approved by HUD on: (DD/MM/YYYY) Activities pursuant to HUD-approved Conversion Plan underway
5. Description of how requirements of Section 202 are being satisfied by means other than conversion (select one)	Units addressed in a pending or approved demolition application (date submitted or approved: Units addressed in a pending or approved HOPE VI demolition application (date submitted or approved:) Units addressed in a pending or approved HOPE VI Revitalization Plan (date submitted or approved:) Requirements no longer applicable: vacancy rates are less than 10 percent Requirements no longer applicable: site now has less than 300 units Other: (describe below)

B. Reserved for Conversions pursuant to Section 22 of the U.S. Housing Act of 1937

a) How many of the PHA’s developments are subject to the Required Initial Assessments?

Seven: Chad Brown, Roger Williams, Coddling Court, Admiral Terrace, Hartford Park, Manton Heights, Scattered Sites.

b) How many of the PHA’s developments are not subject to the Required Initial Assessments based on exemptions (e.g. elderly and/or disabled developments not general occupancy projects)?

Seven: Dexter Manor I, Dexter Manor II, Parenti Villa, Carroll Tower, Kilmartin Plaza, Dominica Manor, Sunset Village.

c) How Many Assessments were conducted for each of the PHA’s covered developments?

One comprehensive assessment was completed that covered all developments subject to the Required Initial Assessment regulations.

d) Identify the PHA developments that may be appropriate for conversion based on the Required Initial Assessments:

Development Name	Number of Units
None	N/A

e) If the PHA has not completed the Required Initial Assessments, describe the status of these assessments.

C. Reserved for Conversions pursuant to Section 33 of the U.S. Housing Act of 1937

11. Homeownership Programs Administered by the PHA

[24 CFR Part 903.7 9 (k)]

A. Public Housing

Exemptions from Component 11A: Section 8 only PHAs are not required to complete 11A.

1. Yes No: Does the PHA administer any homeownership programs administered by the PHA under an approved section 5(h) homeownership program (42 U.S.C. 1437c(h)), or an approved HOPE I program (42 U.S.C. 1437aaa) or has the PHA applied or plan to apply to administer any homeownership programs under section 5(h), the HOPE I program, or section 32 of the U.S. Housing Act of 1937 (42 U.S.C. 1437z-4). (If “No”, skip to component 11B; if “yes”, complete one activity description for each applicable program/plan, unless eligible to complete a streamlined submission due to **small PHA** or **high performing PHA** status. PHAs completing streamlined submissions may skip to component 11B.)

2. Activity Description

Yes No: Has the PHA provided all required activity description information for this component in the **optional** Public Housing Asset Management Table? (If

“yes”, skip to component 12. If “No”, complete the Activity Description table below.)

Public Housing Homeownership Activity Description (Complete one for each development affected)	
1a. Development name: Scattered Sites	
1b. Development (project) number: RI 43-POO1-040, RI 43-POO1-039, RI 43-POO1-017, RI 43-POO1-043, RI 43-POO1-036, RI 43- POO1-040 RI 43-POO1-030	
2. Federal Program authority:	HOPE I 5(h) Turnkey III Section 32 of the USHA of 1937 (effective 10/1/99)
3. Application status: (select one)	Approved; included in the PHA’s Homeownership Plan/Program Submitted, pending approval Planned application
4. Date Homeownership Plan/Program approved, submitted, or planned for submission:	(09/27/1994) <u>Date of Implementing Agreement letter.</u>
5. Number of units affected: 10	
6. Coverage of action: (select one)	Part of the development Total development

B. Section 8 Tenant Based Assistance

1. Yes No: Does the PHA plan to administer a Section 8 Homeownership program pursuant to Section 8(y) of the U.S.H.A. of 1937, as implemented by 24 CFR part 982 ? (If “No”, skip to component 12; if “yes”, describe each program using the table below (copy and complete questions for each program identified), unless the PHA is eligible to complete a streamlined submission due to high performer status. **High performing PHAs** may skip to component 12.)

2. Program Description:

a. Size of Program

Yes No: Will the PHA limit the number of families participating in the section 8 homeownership option?

If the answer to the question above was yes, which statement best describes the number of participants? (select one)

- 25 or fewer participants
- 26 - 50 participants
- 51 to 100 participants
- more than 100 participants

b. PHA-established eligibility criteria

Yes No: Will the PHA's program have eligibility criteria for participation in its Section 8 Homeownership Option program in addition to HUD criteria?
If yes, list criteria below:

Participants are required to put down 3% of the purchase price of the home in question as a down payment. One percent of the purchase price must come directly from the resident's personal funds as a portion of this down payment.

12.PHA Community Service and Self-sufficiency Programs

[24 CFR Part 903.7 9 (1)]

Exemptions from Component 12: High performing and small PHAs are not required to complete this component. Section 8-Only PHAs are not required to complete sub-component C.

A. PHA Coordination with the Welfare (TANF) Agency

1. Cooperative agreements:

Yes No: Has the PHA has entered into a cooperative agreement with the TANF Agency, to share information and/or target supportive services (as contemplated by section 12(d)(7) of the Housing Act of 1937)?

If yes, what was the date that agreement was signed? 04/22/99

(Note: The program originally tied to this agreement has ended. The Rhode Island Executive Directors' Association for Public Housing is working on a new statewide agreement, but this has not yet been executed.)

2. Other coordination efforts between the PHA and TANF agency (select all that apply)

Client referrals

Information sharing regarding mutual clients (for rent determinations and otherwise)
(Resident Services attendance information is shared with the Department of Human Services)

Coordinate the provision of specific social and self-sufficiency services and programs to eligible families

Jointly administer programs

Partner to administer a HUD Welfare-to-Work voucher program
(*We have MOU but didn't get vouchers*)

Joint administration of other demonstration program

Other (describe)

B. Services and programs offered to residents and participants**(1) General**

a. Self-Sufficiency Policies

Which, if any of the following discretionary policies will the PHA employ to enhance the economic and social self-sufficiency of assisted families in the following areas? (select all that apply)

- Public housing rent determination policies
- Public housing admissions policies
- Section 8 admissions policies
- Preference in admission to section 8 for certain public housing families
- Preferences for families working or engaging in training or education programs for non-housing programs operated or coordinated by the PHA
- Preference/eligibility for public housing homeownership option participation
- Preference/eligibility for section 8 homeownership option participation
- Other policies (list below)

b. Economic and Social self-sufficiency programs

Yes No: Does the PHA coordinate, promote or provide any programs to enhance the economic and social self-sufficiency of residents? (If “yes”, complete the following table; if “no” skip to sub-component 2, Family Self Sufficiency Programs. The position of the table may be altered to facilitate its use.)

Services and Programs				
Program Name & Description (including location, if appropriate)	Estimated Size	Allocation Method (waiting list/random selection/specific criteria/other)	Access (development office / PHA main office / other provider name)	Eligibility (public housing or section 8 participants or both)
FSS	150	Specific criteria	New Resident Services Building	Both
GED 30 hour program	60 per year	Specific criteria	Multiple Sites	Both
ESL 30 hour program	65 per year	Specific criteria	Multiple Sites	Both
Office skills	20 per year	Specific criteria	New Resident Services Building	Both
Academic Assistance 6-12 Teens	Available to 50-100	Self-select strongly encouraged Mandated if below C average	Community Centers (Chad Brown, Hartford Park, Codding Court)	PHA resident youth ages 6 – 17 enrolled in the PHA Youth Program (PH)
Computer Resource Centers Drop in Labs	Available to 75	Participants self select	Community Centers (Chad Brown, Hartford Park, Codding Court)	PHA resident youth ages 6 – 17 enrolled in the PHA Youth Program (PH)
Computer Resource Centers Computer Club		Participants self select	Community Centers (Chad Brown, Hartford Park, Codding Court)	PHA resident youth ages 6 – 17 enrolled in the PHA Youth Program (PH)
Enrichment Classes (art, music, dance, yoga, etc.) Some transportation provided	Available to 50-100	Participants self select	Community Centers (Chad Brown, Hartford Park, Codding Court)	PHA resident youth ages 6 – 17 enrolled in the PHA Youth Program (PH)
Youth Service Council	6 per month	Selected by PHA staff on merit		PHA program participants 13-17 (PH)
Computer Resource Center Adult Beginning Computer	21	Self/Staff Referral	New Resident Services Building	
Adult Health & Wellness	3374 (units)	Self/Staff Referral	All sites	
Counseling, Crisis	15 per month	Self/Staff Referral	Community Centers	Parents in Family

intervention (Family Services)			(Chad Brown, Hartford Park)	Developments
Congregate Nutrition Lunch Program	110 per year	Self / Staff Referral Reservations Required	RI Meals on Wheels operates at 2 high-rises	All residents (PH)
Certified Resident Services Coordinators	1,053 per year	Self / Staff Referral Drop-in visits	On-site office at 7 developments	All residents (PH)
<i>Housekeeping Assistance</i> Supportive Services for Frail Residents	80	RSC referral, FM Scheduled visits	In-home services at 7 developments	All frail residents as determined by physical and cognitive assessments (PH)
Preparation for Community Living: Living Skills	306	Mandatory pre-occupancy	Classroom based comprehensive program supporting successful tenancy.	
Transportation Services Door to door round-trip transportation to medical appointments.	Not currently available	Self / Staff / <i>Housing Helps</i> referral Reservations Required	Taxi vouchers via RSC	All elderly high-rise residents (PH)
Social Trips	175 per year	Self / staff referral Reservations Recommended	City of Providence Recreation Department – Senior Division Provides transportation to all 7 developments	All residents (PH)
Various On-site Recreation Activities	500 per year	Self / staff referral Drop-in Visits	Local churches, volunteers, community centers, provide weekly or monthly activities at 6 developments	All residents (PH)

Resident Participation Funds

At the beginning of each Fiscal Year and upon the Providence Housing Authority's receipt of Resident Service funds from the Department of Housing & Urban Development, that the Providence Housing Authority enters into a Memorandum of Agreement with each certified Resident Association for the dispersal of the Resident Association portion of these funds. Resident Associations and the Providence Housing Authority follow the provisions of the Memorandum of agreement and funds are expended according to the regulations specified by the Department of Housing & Urban Development and by Congress.

In the event that a development does not have a certified Resident Association, the Housing Authority will expend funding eligible to that development to promote activities within the scope specified by HUD regulations. This provision exists to ensure that residents of developments without a certified Resident Association receive the benefits of resident activity funding and to allow for the promotion of multi-developmental activities designed to serve PHA residents.

The PHA and the RAB will continue to meet regarding budgetary and funding issues as warranted.

(2) Family Self Sufficiency program/s**a. Participation Description**

Family Self Sufficiency (FSS) Participation		
Program	Required Number of Participants (Start of FY 2004 Estimate)	Actual Number of Participants (As of: 12/31/04)
Public Housing	0	116
Section 8	0 (Note: Section 8 min. program size was originally 27.) There have been well over that many positive completions, plus 25 active contracts.	24

- b. Yes No: If the PHA is not maintaining the minimum program size required by HUD, does the most recent FSS Action Plan address the steps the PHA plans to take to achieve at least the minimum program size?
If no, list steps the PHA will take below: (NA)

C. Welfare Benefit Reductions

1. The PHA is complying with the statutory requirements of section 12(d) of the U.S. Housing Act of 1937 (relating to the treatment of income changes resulting from welfare program requirements) by: (select all that apply)

Adopting appropriate changes to the PHA's public housing rent determination policies and train staff to carry out those policies

Informing residents of new policy on admission and reexamination

Actively notifying residents of new policy at times in addition to admission and reexamination.

Establishing or pursuing a cooperative agreement with all appropriate TANF agencies regarding the exchange of information and coordination of services (Pursuing)

Establishing a protocol for exchange of information with all appropriate TANF agencies

Other: (list below)

D. Reserved for Community Service Requirement pursuant to section 12(c) of the U.S. Housing Act of 1937

13. PHA Safety and Crime Prevention Measures

[24 CFR Part 903.7 9 (m)]

Exemptions from Component 13: High performing and small PHAs not participating in PHDEP and Section 8 Only PHAs may skip to component 15. High Performing and small PHAs that are participating in PHDEP and are submitting a PHDEP Plan with this PHA Plan may skip to sub-component D.

A. Need for measures to ensure the safety of public housing residents

1. Describe the need for measures to ensure the safety of public housing residents (select all that apply)

High incidence of violent and/or drug-related crime in some or all of the PHA's developments

High incidence of violent and/or drug-related crime in the areas surrounding or adjacent to the PHA's developments
Residents fearful for their safety and/or the safety of their children
Observed lower-level crime, vandalism and/or graffiti
People on waiting list unwilling to move into one or more developments due to perceived and/or actual levels of violent and/or drug-related crime
Other (describe below)

2. What information or data did the PHA use to determine the need for PHA actions to improve safety of residents (select all that apply).

Safety and security survey of residents
Analysis of crime statistics over time for crimes committed "in and around" public housing authority
Analysis of cost trends over time for repair of vandalism and removal of graffiti
Resident reports
PHA employee reports
Police reports
Demonstrable, quantifiable success with previous or ongoing anticrime/anti drug programs
Other (describe below)

3. Which developments are most affected? (list below)

Chad Brown, Admiral Terrace, Manton Heights, Hartford Park, Dexter Manor 1 and 2

B. Crime and Drug Prevention activities the PHA has undertaken or plans to undertake in the next PHA fiscal year

1. List the crime prevention activities the PHA has undertaken or plans to undertake: (select all that apply)

Contracting with outside and/or resident organizations for the provision of crime- and/or drug-prevention activities
Crime Prevention Through Environmental Design
Activities targeted to at-risk youth, adults, or seniors
Volunteer Resident Patrol/Block Watchers Program
Other (describe below)

Resident Training Programs

2. Which developments are most affected? (list below)

All Providence Housing Authority Developments

C. Coordination between PHA and the police

1. Describe the coordination between the PHA and the appropriate police precincts for carrying out crime prevention measures and activities: (select all that apply)

Police involvement in development, implementation, and/or ongoing evaluation of drug-elimination plan

- Police provide crime data to housing authority staff for analysis and action
- Police have established a physical presence on housing authority property (e.g., community policing office, officer in residence)
- Police regularly testify in and otherwise support eviction cases
- Police regularly meet with the PHA management and residents
- Agreement between PHA and local law enforcement agency for provision of above-baseline law enforcement services
- Other activities (list below)

Designation of a special “Public Housing Unit” with a police substation the Hartford Park family development by the Providence Police Department.

2. Which developments are most affected? (list below)

All Providence Housing Authority Developments

D. Additional information as required by PHDEP/PHDEP Plan

PHAs eligible for FY 2000 PHDEP funds must provide a PHDEP Plan meeting specified requirements prior to receipt of PHDEP funds.

Yes No: Is the PHA eligible to participate in the PHDEP in the fiscal year covered by this PHA Plan?

Yes No: Has the PHA included the PHDEP Plan for FY 2000 in this PHA Plan?

Yes No: This PHDEP Plan is an Attachment.

Due to cancellation of this program for the Fiscal Year in question no PHDEP plan is being submitted.

14. RESERVED FOR PET POLICY

[24 CFR Part 903.7 9 (n)]

See Attached Pet Policy

15. Civil Rights Certifications

[24 CFR Part 903.7 9 (o)]

Civil rights certifications are included in the PHA Plan Certifications of Compliance with the PHA Plans and Related Regulations.

16. Fiscal Audit

[24 CFR Part 903.7 9 (p)]

1. Yes No: Is the PHA required to have an audit conducted under section 5(h)(2) of the U.S. Housing Act of 1937 (42 U.S.C. 1437c(h))?

(If no, skip to component 17.)

2. Yes No: Was the most recent fiscal audit submitted to HUD?

3. Yes No: Were there any findings as the result of that audit?

4. Yes No: If there were any findings, do any remain unresolved?

If yes, how many unresolved findings remain? _____

5. Yes No: Have responses to any unresolved findings been submitted to HUD? If not, when are they due (state below)?

17. PHA Asset Management

[24 CFR Part 903.7 9 (q)]

Exemptions from component 17: Section 8 Only PHAs are not required to complete this component. High performing and small PHAs are not required to complete this component.

1. Yes No: Is the PHA engaging in any activities that will contribute to the long-term asset management of its public housing stock , including how the Agency will plan for long-term operating, capital investment, rehabilitation, modernization, disposition, and other needs that have **not** been addressed elsewhere in this PHA Plan?
2. What types of asset management activities will the PHA undertake? (select all that apply)
 - Not applicable
 - Private management
 - Development-based accounting
 - Comprehensive stock assessment
 - Other: (list below)
3. Yes No: Has the PHA included descriptions of asset management activities in the **optional** Public Housing Asset Management Table?

18. Other Information

[24 CFR Part 903.7 9 (r)]

A. Resident Advisory Board Recommendations

1. Yes No: Did the PHA receive any comments on the PHA Plan from the Resident Advisory Board/s?
2. If yes, the comments are: (if comments were received, the PHA **MUST** select one)
 - Attached at Attachment (File name)
 - Provided below (RAB comments are included with PHA responses below.)

Resident Advisory Board Comments and Responses:

A Resolution to support the 2005 Annual and 2005-2009 Five Year Plans was passed without official comment on March 3rd 2005.

Resolution in Support of the Providence Housing Authority's FY 05 Annual Plan and 2005-2009 Five Year HUD Plans.

Whereas, the Providence Housing Authority is required to prepare an Annual Plan and Five Year Plan for submission to the Department of Housing & Urban Development in April of each year; and

Whereas, the planning process includes consultation with the Resident Advisory Board; and

Whereas, the Resident Advisory Board has received the PHA's plan for 2005 and Five Year Plan 2005-2009 in draft form as well as briefings from PHA staff and additional materials as they became available;

May it hereby be resolved that the Providence Housing Authority's Resident Advisory Board approved the PHA's 2004 Annual Plan on March 3rd 2005.

Public Meeting Comments and Responses

Public Meeting: March 23rd 2005

There were no attendees or comments from outside of the Providence Housing Authority.

3. In what manner did the PHA address those comments? (select all that apply)
 Considered comments, but determined that no changes to the PHA Plan were necessary.
 (Resident comments and PHA responses included)
- The PHA changed portions of the PHA Plan in response to comments
 List changes below:
- Other: (list below)

B. Description of Election process for Residents on the PHA Board

1. Yes No: Does the PHA meet the exemption criteria provided section 2(b)(2) of the U.S. Housing Act of 1937? (If no, continue to question 2; if yes, skip to sub-component C.)
2. Yes No: Was the resident who serves on the PHA Board elected by the residents? (If yes, continue to question 3; if no, skip to sub-component C.)

3. Description of Resident Election Process

- a. Nomination of candidates for place on the ballot: (select all that apply)
 Candidates were nominated by resident and assisted family organizations
 Candidates could be nominated by any adult recipient of PHA assistance
 Self-nomination: Candidates registered with the PHA and requested a place on ballot
 Other: (describe)
- b. Eligible candidates: (select one)
 Any recipient of PHA assistance
 Any head of household receiving PHA assistance
 Any adult recipient of PHA assistance
 Any adult member of a resident or assisted family organization
 Other (list)
Any resident in "good standing" (not on eviction status).
- c. Eligible voters: (select all that apply)
 All adult recipients of PHA assistance (public housing and section 8 tenant-based assistance)
 Representatives of all PHA resident and assisted family organizations
 Other (list)

C. Statement of Consistency with the Consolidated Plan

For each applicable Consolidated Plan, make the following statement (copy questions as many times as necessary).

1. Consolidated Plan jurisdiction: (City of Providence, RI)
2. The PHA has taken the following steps to ensure consistency of this PHA Plan with the

Consolidated Plan for the jurisdiction: (select all that apply)

The PHA has based its statement of needs of families in the jurisdiction on the needs expressed in the Consolidated Plan/s.

The PHA has participated in any consultation process organized and offered by the Consolidated Plan agency in the development of the Consolidated Plan.

The PHA has consulted with the Consolidated Plan agency during the development of this PHA Plan.

Activities to be undertaken by the PHA in the coming year are consistent with the initiatives contained in the Consolidated Plan. (list below)

Other: (list below)

4. The Consolidated Plan of the jurisdiction supports the PHA Plan with the following actions and commitments: (describe below)

The City of Providence's 2000 Consolidated Plan lists the following housing priorities in its Housing and Community Development Strategic Plan (page IV-21).

- Create a Metropolitan are-wide Assessment of Fair Housing Choice process to address all affordable housing issues including testing of rental and sales of property, mortgage discrimination, and insurance discrimination.
- Increase quality infrastructure, specifically in schools, housing and the streets.
- Production of a mix of rental and homeownership units.
- Moderate-income assistance, above 80% median income
- Increased operating funds for Community Development Corporations
- Create assisted living for low and moderate income elderly
- Priority for all extremely low income households (0-30% MFI)
- Homeownership

The 2000 Consolidated plan also includes a section concerning Public Housing in the city including subsections addressing the PHA's Management and Operations and the Resident Living Environment.

The PHA is also assisting the City of Providence in the Development of new 2005 Consolidated Planning process.

D. Other Information Required by HUD

Use this section to provide any additional information requested by HUD.

Definition of "Substantial Deviation" or Significant Amendment".

The Providence Housing Authority has defined a "significant amendment" or a "substantial deviation" as:

- Changes to rent or admissions policies or organization of the waiting list;
- Additions of non-emergency work items (items not included in the current Annual Statement or Five-Year Action Plan) or change in the use of replacement reserve funds under the Capital Fund;
- Any change with regard to demolition or disposition, designation, homeownership programs or conversion activities.
- *This definition excludes changes in policy and programming required by Congress, the Department of Housing & Urban Development or any other Local, State or Federal agencies for which the PHA has no discretionary authority.*

Attachments

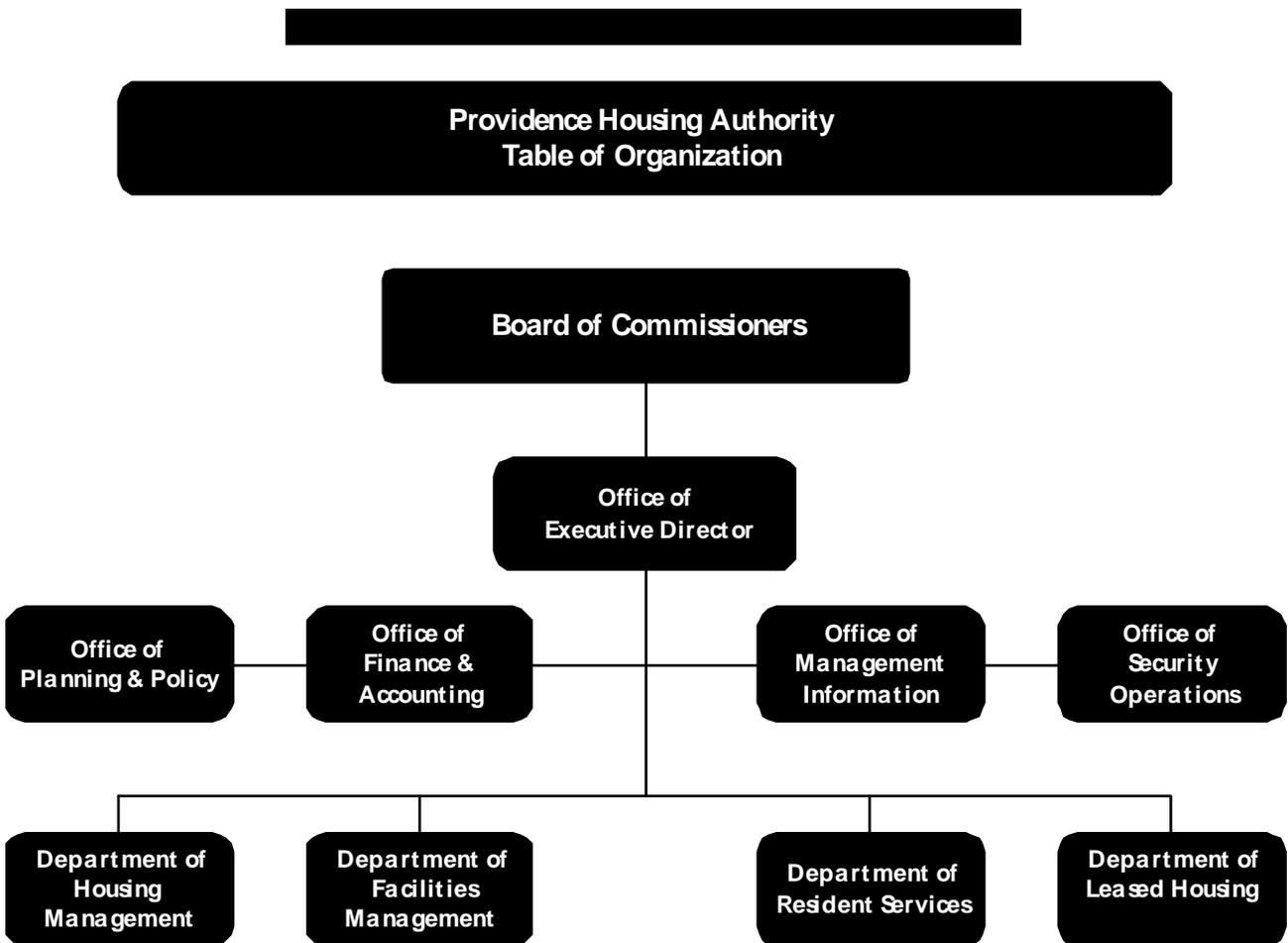
Attachments Included Below

- PHA Management Organizational Chart
- De-Concentration Policy
- Community Service Requirement Policy Statement
- Pet Policy
- Residents on the PHA Governing Board
- Residents on the PHA Resident Advisory Board
- Plans to address issues from the PHAS resident survey
- Comments from the Public Meeting and PHA Response (If any)

Separate Attachments

- PHA Certifications
 - a. PHA Plans Certification of Compliance with the PHA Plans and Related Regulations Board Resolution to Accompany the PHA Plan
 - b. Certification by State or Local Official of PHA Plans Consistency with the Consolidated Plan
 - c. Capital Fund Program Certifications
 - i. Form HUD-52835
 - ii. Form HUD-50070
 - iii. Form HUD-50071
 - iv. Standard Form LLL
- Progress on Five Year Plan (**ri001a01**)
- Capital Fund Program Annual Statement/P&E Report Parts I-III (**ri001b01**)
- FY 2000 Capital Fund Program Five Year Statements (**ri001c01**)
- Capital Fund Performance & Evaluation Report: CF 50102 (**ri001d01**)
- Capital Fund Performance & Evaluation Report: CF 50103 (**ri001e01**)
- Capital Fund Performance & Evaluation Report: CF 50203 (**ri001f01**)
- Capital Fund Performance & Evaluation Report: CF 50104 (**ri001g01**)

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De-concentration Policy

The Providence Housing Authority's Housing Management Administrative Plan

The Providence Housing Authority's Housing Management Administrative Plan currently states:

11.12 De-concentration Policy

It is PHA's policy to provide for the de-concentration of poverty and to encourage income mixing by bringing higher income families into lower income developments and lower income families into higher income developments. The PHA may skip families on the waiting list to reach other families with a lower or higher income. This will be done in a uniform and non-discriminating manner.

The PHA will affirmatively market its housing to all eligible income groups. Lower income residents will not be steered toward lower income developments and higher income people will not be steered toward higher income developments.

Prior to the beginning of each fiscal year, the PHA will analyze the income levels of families residing in each of its developments, the income levels of census tracts in which each development is located, and the income levels of the families on the waiting list. Based on this analysis, the PHA will determine the level of marketing strategies and de-concentration incentives to implement.

11.13 DE-CONCENTRATION INCENTIVES

The PHA may offer one or more incentives to encourage applicant families whose income classification would help meet the de-concentration goals of a particular development.

Various incentives may be used at different times, or under different conditions, but will always be provided in a consistent and nondiscriminatory manner.

Board Resolution 4059

Providence Housing Authority Board Resolution 4059 passed on January 29th, 1998 states:

WHEREAS, The Department of Housing and Urban Development and the Congress are promoting "mixed incomes" in public housing; and

WHEREAS, there is an increasing housing burden placed on low-income working families in this city.

NOW, THEREFORE, The Board of Commissioners implements a local preference for working families equal to twenty-five (25%) percent of new admissions.

Community Services Rule

The following Memo was distributed to PHA residents in response to amendments to the Community Service Rule made in the Department of Veterans Affairs and Housing and Urban Development and Independent Agencies Appropriations Act, 2002 section 432.

Following this memo is a copy of the rule as it was previously established by the PHA prior to the publication of this amendment.

**Providence Housing Authority
100 Broad Street, Providence, RI 02903
July 29, 2003**

NOTICE TO RESIDENTS

(Notificación para las personas de habla Hispana: Si usted no puede leer Inglés, obtenga este documento traducido o llame a la oficina del gerente de su edificio y solicite una traducción.)

SUBJECT: Reinstatement of the Community Service and Self-Sufficiency Requirement

1 Purpose:

The community service and self-sufficiency requirement has been reinstated and is intended to assist adult public housing residents in improving their own economic and social well-being and give these residents a greater stake in their communities. The community service and self-sufficiency requirement allows residents an opportunity to “give something back” to their community and to facilitate upward mobility.

2 Background:

The Quality Housing and Work Responsibility Act of 1998, contained a community service and self-sufficiency requirement that every adult resident of public housing contribute eight hours of community service each month, or participate in an economic self-sufficiency program for eight hours each month.

In Fiscal Year (FY) 2002 HUD/VA Appropriations Act temporarily suspended the community service and self-sufficiency requirement, except for residents of HOPE VI developments. The FY 2003 HUD/VA Appropriations Act signed February 21, 2003, reinstated this provision.

3 Applicability:

The community service and self-sufficient requirement applies to all adult residents in public housing except for those exempted under Section 12(c) of the Act. This requirement does not apply to Section 8 tenants.

The public housing tenants exempt from the community service and self-sufficiency requirement are those:

- 4 Age 62 years or older.
- 5 Blind or disabled (as defined under 216(i)(1) or 1614 of the Social Security Act (42 U.S.C. 416(i)(1); 1382c) and who certify that because of the disability they are unable to comply with the service provisions; or primary caretakers of such individuals.
- 6 Engaged in work activities as defined in section 407(d) of the Social Security Act (42 U.S.C. 607(d), specified below:
 - 1 Unsubsidized employment;
 - 2 Subsidized private-sector employment;
 - 3 Subsidized public-sector employment;
 - 4 Work experience (including work associated with the Refurbishing of publicly assisted housing) if sufficient private sector employment is not available;
 - 5 On-the-job-training;
 - 6 Job-search and job-readiness assistance;
 - 7 Community service programs;
 - 8 Vocational educational training (not to exceed 12 months with respect to any individual);
 - 9 Job-skills training directly related to employment;
 - 10 Education directly related to employment in the case of a recipient who has not received a high

school diploma or a certificate of high school equivalency;

- 11 Satisfactory attendance at secondary school or in a course of study leading to a certificate of general equivalence, in the case of a recipient who has not completed secondary school or received such a certificate; and
- 12 The provision of childcare services to an individual who is participating in a community service program.

Public Housing Residents must work a minimum of 30 hours per week to qualify for a work activity exemption. Residents can also claim an exemption if:

- 7 They meet the requirements for being exempt from having to engage in a work activity under the State program funded under part A title IV of the Social Security Act (42 U.S.C. 601 *et seq.*) or under any other welfare program of the State in which the PHA is located, including a State-administered welfare-to-work program.

If a member of a family receiving TANF assistance, benefits, or service under the State program funded under part A title IV of the Social Security Act (42 U.S.C. 601 *et seq.*); or under any other welfare program of the State in which the PHA is located, including a State administered welfare-to-work program and has not been found by the State or other administering entity to be non-compliance with such program.

8 Noncompliance Requirements:

Resident who were delinquent in community service hours under the lease in effect at the time of suspension will still be obligated to fulfill his/her community service and self-sufficiency requirements for FY 2001, provided that the resident was given notice of noncompliance prior to the expiration of the lease in effect at that time. If you were in noncompliance a copy of your notice of noncompliance will be included with this written notice. The community service requirement is applicable for FY 2003 to all leases entered into on and after October 1, 2002. All PHA families are being notified of the reinstatement of the Community Service requirement and all families must be in compliance by with these requirements by October 31, 2003. In order to obtain a lease renewal on the expiration of the current lease, Compliance is required with both delinquent and current community service requirements.

The Providence Housing Authority will offer residents an opportunity to enter into written agreement with the PHA to cure the noncompliance with the community service and self-sufficiency requirements either under the current or delinquent lease. This agreement will include:

- 1 The additional number of hours of community service or self-sufficiency work activities needed to make up the required number of hours under the current lease.
- 2 Assurance that all members of the family who are subject to these requirements are in compliance with the requirements.
- 3 Written assurances satisfactory to the PHA that any noncompliant resident no longer resides in the unit.

Tenants may request a grievance hearing on the PHA's determination of noncompliance. They may also exercise any available judicial remedy to seek redress from the PHA's nonrenewal of the lease because of such determination.

A PHA will retain documentation of service requirement performance or exemption in each management office. The PHA does comply with nondiscrimination requirements.

Pet Policy

The Pet Policy is applicable to all resident families who live in PHA housing. Before housing a pet(s) in his/her unit, a resident must acquire PHA authorization by completing a Pet Agreement. A maximum of two (2) pets per unit is allowed, only one of which can be a dog. The PHA will allow only domesticated dogs, cats, birds, and fish. All dogs and cats must be neutered. Any animal deemed to be potentially harmful, including attack or fight-trained dogs, will not be approved. Animals expected to exceed thirty (30) pounds in weight at maturity will not be approved.

A separate deposit of \$300.00, or one month's rent (whichever is less) is required for each pet, except caged birds or fish in a tank of thirty gallons or less. This deposit may be paid in advance or through a payment plan that requires \$50.00 upon approval of the Pet Authorization and \$10.00 per month until the Pet Deposit is paid in full. The deposit will be refunded when the pet has been removed from the household and the Housing Manager inspects the unit for pet damage.

Owners must house pets in their apartments (no outdoor cages may be constructed) and must keep the pets on leashes when outside of the unit. Pets must be maintained in a manner that prevents odors and any other unsanitary conditions in the owner's unit and surrounding areas.

Pet owners will be required to remove pets from their units if the Management Office receives repeated complaints from neighbors or PHA personnel regarding excessive noise, bad odors, animal waste, or other forms of nuisance. Each time a pet owner fails to pick-up waste delivered by his/her pet from surrounding areas, he/she will be assessed a \$5.00 pet-waste-removal charge. Any pet-related insect infestation in the pet owner's unit is the financial responsibility of the pet's owner; when this occurs, the PHA reserves the right to exterminate and charge the resident.

No terms of the pet policy apply to animals that are certified to assist persons with disabilities, however, tenants must ensure that their pets do not disrupt their units or disturb their neighbors.

Residents on PHA Governing Board

Current Resident Commissioners:

Dorothy Watters	Codding Court
Delores Cascella	Dominica Manor

For more details, including appointment information please see section 18 B of this plan. Resident Commissioners serve for five-year terms. Members may be reappointed.

Residents on PHA Resident Advisory Board

Ms. Theresa Robinson	Chad Brown, Admiral Terrace, Sunset Village
Mr. William Taylor	Manton Heights
Ms. Diane Tutt	Roger Williams
Ms. Maria Morales	Dexter Manor
Mr. Sherman Johnson	Kilmartin Plaza
Ms. Cheryl Medeiros	Parenti Villa
Ms. Diane Holland	Carroll Tower
Ms. Gilberta Taylor	Hartford Park
Vacant, TBA	Section 8
Ms. James Jimenez	Dominica Manor
Ms. Dorothy Waters	Codding Court

For more details please see section 18 B of this plan

Plans to Address Items in the Real Estate Assessment Center Customer Service and Satisfaction Survey

During the summer of 2004, the Department of Housing and Urban Development's Real Estate Assessment Center conducted a survey of public housing residents in Providence. The Survey was divided into five separate sections each of which received a score from 0-100 with 100 being very satisfied and 0 being very dissatisfied. Of the five sections the PHA received the following scores:

1	Maintenance and Repair	82.3
2	Communication	73.3
3	Safety	73.2
4	Services	90.0
5	Neighborhood Appearance	67.3

For each section that received a score less than 75, housing authorities were required to prepare a follow-up plan illustrating how these would be dealt with. The PHA is implementing its five-year strategic plan, which addresses these issues. The following are the objectives in the plan that pertain to the three sections of the REAC survey for which the PHA scored below 75. Additional activities taken to address these issues are also described below.

Safety

This section focused on the level of safety that resident feel exists in their development, the factors that contribute to safety issues, and the crime prevention programs currently in place regarding safety. The section also covers evictions for residents who break the lease. The PHA scored 73.2% on this section. It should be noted that this score is an improvement over the previous year's score of 71.3.

Security

Enhance Security at all pha Developments

Goal Assess Manpower Requirements for the PHU/PHA Security Force:

- Objective 1: Conduct manpower assessment review by July 1, 2000
- Objective 2: Review and determine the feasibility of having the PPD increase the number of patrolmen assigned to the Public Housing Unit by December 2000
- Objective 3: Seek additional funding to increase (3 hours) the daily tour of PHU officers
- Objective 4: Seek additional funding to extend the hours (2 additional hours) of PHA Security Officers (high-rise)
- Objective 5: Increase the number of foot patrols at both family and elderly/disabled developments by May 2000

Goal Address Crime In Public Housing

- Objective 1: Conduct criminal background checks of all prospective PHA applicants daily for Resident Selection Office
- Objective 2: Identify type and location of crime in the elderly/disabled developments annually commencing July 2000
- Objective 3: Identify type and location of crimes involving youths in the development by July 1, 2000
- Objective 4: Identify type and location of crime in the family developments annually commencing July 2000
- Objective 5: Research and produce a PHA Security Operations Plan for all developments by July 2000

Goal Increase Police Visibility And Operations In A Problem Area/Development

- Objective 1: Adopt a "Zero Tolerance" stand in the targeted development/area effective immediately
- Objective 2: Reallocate manpower to deal with increased crime to act as needed by December 2000
- Objective 3: Evaluate PHU patrol practices and the areas being patrolled annually beginning July 2000
- Objective 4: Conduct Police Reserve monthly meeting at different developments each month effective next month

Timely Information Sent To Decision Makers

Goal Provide Information About Criminal Activity to key decision makers

- Objective 1: Meet (Security Operations Manager) with Executive Director at least once a week to discuss security issues
- Objective 2: Attend at least four resident-management meetings per development annually
- Objective 3: Attend Housing Management and Facilities Management Departments staff meetings at least once a month
- Objective 3: Review and determine the best method for Housing management and Facilities Management personnel to provide information about crime-related activities to the PHU by July 2000

Objective 4: E-mail arrests at PHA developments to site managers daily by May 2000

Goal Conduct or Commission Timely Reports/Studies To Assist In Assessing Crime and Performance

Objective 1: Conduct security/victimization survey of residents in relation to security issues annually by November 2000

Objective 2: Produce a weekly police/security activity report effective immediately

Objective 3: Produce a monthly police/security activity report effective immediately

Objective 4: Produce an annual Security Operations Report (both calendar and fiscal years) effective immediately

Objective 5: Seek HUD technical assistance funds to contract with a professional security analyst to a security assessment of all developments by September 2001

Objective 6: Conduct an annual Equipment Needs Assessment annually

Objective 7: Conduct a Vehicle Needs Assessment annually

Objective 8: Conduct a security analysis including crime prevention through environmental design by 2002

Objective 9: Identify Primary and Repeat Offenders by July 2000

Objective 10: Identify and map crime locations in PHA family developments
July 2000

Improve Image of Security Personnel

Goal Improve Community Relations

Objective 1: Sponsor Hot Dog Roast at all family developments annually beginning June 2000

Objective 2: Sponsor 150 Turkey baskets for residents annually

Objective 3: Sponsor a Toy Drive for the children of the developments annually

Objective 4: Sponsor a law enforcement careers workshop for PHA residents by June 2001

Crime Prevention Information

Goal Inform Residents and Staff on Crime Prevention

Objective 1: Conduct two crime prevention workshops annually for site staff by July 2000

Objective 2: Conduct one crime prevention workshop for administrative staff annually beginning November 2000

Objective 3: Conduct at least one crime prevention workshop annually at each high-rise development with PHA security personnel

Objective 4: Conduct two crime prevention workshops annually at each high-rise development with third-party Law Enforcement Agencies

Objective 5: Research, develop and produce a security brochure for distribution to all PHA residents by July 2001

Objective 6: Conduct a crime prevention presentation at each Preparation for Community Living class for prospective residents

Objective 7: Write a security-related article for the PHA resident newsletter at least twice a year

Housing Management

Goal Ensure that all applicants to public housing are properly screened for qualifications and acceptability

Objective 1: Conduct a criminal background check on all applicants to public housing prior to office appointment

Objective 2: Conduct a "home visit" of each prospective resident to family public housing

Objective 3: Examine the feasibility and/or need of conducting home visits for prospective residents of Elderly/disabled and elderly-only housing developments by September 2000

Objective 4: Conduct at least two landlord references for every prospective resident to public housing

Goal Ensure the health and safety of staff and residents

Objective 2: Working with the PHA's safety Liaison and safety committee, review and recommend methods to improve site office security by April 2002.

Facilities Management

Goal Enhance the physical security of residents in PHA properties.

Objective 1: Conduct a comprehensive exterior lighting survey of each Elderly/Handicapped Building and recommend lighting improvements to enhance security by August 2000

Objective 2: Install intercom systems from apartment to entrance door at Sr. Dominica Manor and Dexter Manor by August 2000

Objective 3: Install card access systems in all PHA high-rise buildings by October 2000

Objective 4: Conduct a comprehensive exterior lighting survey of each Family Development and recommend lighting improvements to enhance security by December 2000

Objective 5: Install video systems in PHA high rise buildings which would allow residents to monitor visitors seeking entry into the building using the intercom system by March 2000

The PHA has competed and fully implemented a new \$700,000 security access system in our elderly and elderly/disabled high-rise buildings. This system secures buildings with new security doors, alarms and locks that are activated with non-duplicating proximity cards. These cards include a photograph of the resident and serve both as the residents' key and as an identification card that can be checked by security personnel. Lost or stolen cards are deactivated from the system and are inoperable. New intercom panels with cameras were installed in several buildings. Visitors are now able call the resident from a phone at the main entrance of the building. The resident then is able to confirm the identity of the visitor either by recognizing their voice on the telephone or visually through their television. The resident then is able to open the door for their guest using a remote feature through their phone. Video cameras monitor all exterior doors as well as parking areas and elevators and information regarding the card used to open doors as well as visual documentation is stored electronically. This system drastically improves security at these buildings. Security monitors operate the system 24 hours a day six days per week and 16 hours on Sundays (Facilities Management dispatchers monitor the system for the other eight hours on Sundays).

The Providence Police Department has also assigned additional officers to the Public Housing Unit to patrol the PHA's developments. In the previous years the PHA had dropped to only four officers, and has since risen to include a total of eight officers with six assigned at a time. This allows for a minimum daily coverage of 12 hours with special emphasis on high-crime areas and times, as identified in security reports produced on a daily, weekly, monthly and annual basis. Such data gathering and record keeping allows for the security personnel to plan the most effective deployment and strategies to meet challenges as soon as they are identified. At the current time, approximately two thirds of the crimes reported to the PHU are cleared by arrest, an arrest rate that was not possible in the previous years when the unit was severely undermanned.

There is also a new Resident Crime Watch at Parenti Villa. This is in addition to the existing crime watch at Dominica Manor. Further, additional crime watches have been proposed and may be established if acceptable circumstances develop.

The Resident Services department has Youth Programs that include Violence Prevention topics. Further, a special "hot sheet" has been developed allowing residents to submit anonymous tips on crime and crime related incidents to PHA personnel.

The PHA has developed a training protocol for security guards, which is now being implemented statewide in cooperation with the RI Department of Elderly Affairs. A PHA officer continues to conduct regular training sessions in elderly high rise buildings. Further, the Security Operations Manager is currently updating a Safety and Security Manual for PHA personnel and is creating a PowerPoint presentation for staff.

The PHA also received \$50,000 in funding for security under the "Weed and Seed" program for Manton Heights and is currently in the process of applying for similar funding at Hartford Park.

Additional Security related items being planned or underway by the Facilities Management Department are:

- Dominica Manor – Two new cameras added to lobby area and one in the laundry room: completed
- High Rises – additional interior cameras planned at Dexter, Dominica Manor, Carroll Tower, Parenti Villa, Kilmartin Plaza and 335 Hartford in 2005
- Hartford Park Facilities Management Building – this new building was constructed with 4 exterior cameras
- Hartford Resident Services Building – this new building was constructed with 4 exterior cameras
- Hartford Park, Manton Heights – some new exterior basement/crawl space doors have been installed
- Hartford Park, Chad/Ad – Security shields will be installed on exterior light fixtures as needed: Ongoing
- Parenti Villa, Carroll Tower, Kilmartin – new exterior pole lights in parking areas planned in 2005

Neighborhood Appearance

This section covered issues dealing with the appearance of public housing developments and various factors that would contribute to problems in this area such as graffiti, noise, broken glass and vacant units. The PHA scored 67.3% on this category.

Housing Management**Goal Conduct inspections of all PHA property annually**

Objective 1: Conduct a Housing Quality Inspection of each unit annually

Objective 2: Prepare a unit inspection schedule for each unit at each development by July of each year

Goal Ensure high levels of customer service at all developments

Objective 1: Revise Resident Complaint Forms by July 2000

Objective 2: Develop an Access database at each development to track customer complaints by December 2000

Objective 3: Respond to customer complaints within 48 hours of receipt of the complaint

Objective 4: Conduct resident-management meetings each month at each development

Objective 5: Prepare resident-management meeting minutes and forward to the Executive Director for review within three days of meeting

Goal Promote the "self-management" of scattered-site units by residents

Objective 1: Create a "self-help" guide for scattered site residents by July 2001

Objective 2: Create and produce "How to be a Good Neighbor" brochure for distribution to scattered-site families by December 2000

Facilities Management**Goal Insure that all work accomplished by FM maintenance employees is of a high quality, done right the first time.**

Objective 1: Perform a systematic review of quality control policies for all maintenance services by November 2000

Objective 2: Create an independent position within the department responsible for insuring that quality control standards are met on all jobs and tasks by December 2000

Objective 3: Institute an internal quality control program for all maintenance employees by March 2001

Goal Establish a departmental MIS information systems for improved efficiency and PHA-wide networking.

Objective 3: Create a stand alone database to track information related to bidding and contracts in conjunction with Capital Fund expenditures August 2000

Objective 4: Complete the conversion of work order, and inventory control systems to the AS400 system by December 2000

Objective 5: Create one central ACCESS database which contains physical needs data, capital projects information, major systems inventory and warranty information by April 2001

Goal Review and revise maintenance policies and procedures and develop written protocols specific to each site, for both the operation & maintenance of PHA property and equipment.

Objective 1: Identify the major building systems and equipment, which should be inspected and/or maintained by contract by May 2000

Objective 2: Develop detailed maintenance protocol for grounds by July 2000

Objective 3: Develop detailed maintenance protocol for all Authority equipment by November 2000

Objective 4: Develop detailed maintenance protocol for all structures and building envelopes by February 2001

Objective 5: Develop detailed maintenance protocol for all major building systems by April 2000

Objective 6: Develop detailed maintenance protocol for all janitorial and custodial duties by May 2000

Objective 7: Develop detailed maintenance protocol for all unit preventative maintenance and frequently used tenant service work orders by August 2001

Goal Enhance the physical security of residents in PHA properties.

Objective 1: Conduct a comprehensive exterior lighting survey of each Elderly/Handicapped Building and recommend lighting improvements to enhance security by August 2000

Objective 2: Install intercom systems from apartment to entrance door at Sr. Dominica Manor and Dexter Manor by

- August 2000
- Objective 3: Install card access systems in all PHA high-rise buildings by October 2000
- Objective 4: Conduct a comprehensive exterior lighting survey of each Family Development and recommend lighting improvements to enhance security by December 2000
- Objective 5: Install video systems in PHA high rise buildings which would allow residents to monitor visitors seeking entry into the building using the intercom system by March 2000

Goal Develop policies and programs to expand resident awareness of maintenance requirements and identify areas where resident's would participate in common area maintenance.

- Objective 1: Develop a plan with the Management Department to involve residents in the maintenance of common spaces in their buildings by September 2000
- Objective 2: Create a mechanism to periodically inform residents of maintenance issues and update them on site specific problems needing their attention by December 2000

The PHA continues to fund site improvements at its developments. A landscaping project was completed at our Admiral Terrance development including new trees, shrubs, walkways and a retaining wall. The basketball court at Chad Brown was completely refurbished including the playing surface and new poles rims and backboards. Repairs to the exterior masonry walls and brick exteriors of the buildings at Chad Brown, Admiral Terrace and Sunset Village were completed in the last year. New exterior aluminum replacement windows were installed throughout the Administration building at 285 Chad Brown Street replacing the old steel windows. At Hartford Park, the exteriors of eleven multi-family low rise buildings containing 84 units were repainted in the Barry Road area. A bid package is currently being prepared to the restoration of the exterior of the ten story 120 unit high-rise building at 335 Hartford Avenue. Also at Hartford, a new Facilities Management Building and a new Resident Services Building have both been completed. They have improved the delivery of services to the community as well as the physical appearance of the neighborhood. Parking lots were repaved at Parenti Villa and Carroll Tower including new dumpster pads. Fence work including both repair and replacement was completed at 68 scattered site units as well as at the Roger Williams and Hartford Park developments. Two 5 bedroom scattered site handicapped units were completely renovated inside and out including new kitchens, porches, ramps and vinyl siding. Eleven duplex scattered site units were undergoing exterior painting and five additional scattered site duplexes received new porches and vinyl siding. Tree maintenance including pruning and removal continues year round at PHA developments and scattered sites with more than \$50,000 expended over the past 3 years.

Finally, continued implementation of an aggressive planned preventative maintenance strategy will be continued. In FY 2004 the Department of Facilities Management conducted a total of 77,642 work orders at the PHA's developments. Included in this figure were 25,765 scheduled work orders and 32,501 Resident Service work orders. Additional work orders fell under several different categories. The FM Department completed resident requested routine work orders within an average time of one day, significantly below the industry standard of three days. Further, emergency work orders are usually completed the same day but within 24 hours. Every development has its own maintenance crew.

The PHA Resident Services Department also conducted an Earth Day clean up project in partnership with the Department of Environmental Management and planted new plant material at the Employment Support Center. Further, ten large trash barrels with murals painted on them have been installed at the Chad Brown development.

Other activities that are in progress or will be addressed by the Facilities Management Department are:

- 1 Chad/Ad - Decorative fencing: Planned for outer year
 - 2 Chad/Ad - Site Work / Parking and Drainage: Planned for outer year
 - 3 Chad/Ad - New kitchens: Ongoing for several years as units are vacated. Ongoing, 215/267 completed
 - 4 Dexter Manor I - Replace heating system – Planned for 2005
 - 5 Chad Brown - New building specific heating systems: Planned - to be phased over several years at a cost of more than \$2 million
- High Rise Buildings - Replace unit floor tile at unit-turn-around: Ongoing
- High-Rise Buildings - Exterior repairs: Planned-to be phased over several years
- Hartford Park High-Rise @ 335 Hartford; Exterior Repairs: Repairs planned for 2005
- Hartford Park – Install new dedicated boiler for Domestic Hot Water: Planned 2005

Roger Williams - Exterior renovations: planned over next two years
 Roger Williams - Additional concrete work and landscaping: planned over the next three years
 Dexter, Dominica, Parenti Villa - New Fire Alarm systems: completed
 Carroll Tower, Kilmartin – New Fire Alarm systems: planned over next 3 years
 Carroll Tower and Parenti Villa – new roofs: completed
 Carroll Tower and Parenti Villa – new generators: completed
 Scattered Sites - Painting or new vinyl siding on older scattered sites: Ongoing every year
 Scattered Sites - Porch replacement: Ongoing

Communication

This section focused on the degree of communication between management and residents. While questions did cover responsiveness they did not include communication concerning maintenance and repair situations. The questions also covered PHA support of and resident participation in resident associations. The overall PHA score for this section was 73.3%, just below the 75% threshold. The following objectives pertain to this section of the REAC survey.

Department of Housing Management

Goal Provide improved customer service by maintaining non-traditional hours for the Resident Selection Office

- Objective 1: Research and determine if non-traditional hours should be scheduled to better serve the families on the public housing waiting list by June 2000
 Objective 2: Conduct an outreach campaign to inform applicants of appointments during non-traditional hours

Goal Ensure high levels of customer service at all developments

- Objective 1: Revise Resident Complaint Forms by July 2000
 Objective 2: Develop an Access database at each development to track customer complaints by December 2000
 Objective 3: Respond to customer complaints within 48 hours of receipt of the complaint
 Objective 4: Conduct resident-management meetings each month at each development
 Objective 5: Prepare resident-management meeting minutes and forward to the Executive Director for review within three days of meeting

Goal Promote the "self-management" of scattered-site units by residents

- Objective 1: Create a "self-help" guide for scattered site residents by July 2001
 Objective 2: Create and produce "How to be a Good Neighbor" brochure for distribution to scattered-site families by December 2000

Department of Resident Services

Goal Ensure a customer focus and fiscal responsibility in program administration

- Objective 1: Measure customer satisfaction in each programmatic element annually and revise goals and objectives starting May 2000

Goal Administer Programs leadin to permanant economic gains and quality of life improvements for residents who enter programs employed

- Objective 3: Increase Department/staff capacity for quality referrals by developing and maintaining an up to date consumer resource "consumer guide" by June 2002.

Goal Administer U.S. Department of labor Welfare to Work Program in accordance with contract benchmarks

- Objective 1: Outreach to 345 public hosing and Section 8 residents by June 2002.

Goal Offer Orientation programs that equip new residents to maintain their occupancy in public housing and make full use of PHA services.

- Objective 3: Coordinate and implement revised orientation programs for all new residents of the elderly/disabled buildings and of the family developments by October 2003.

Office the Executive Director

Resident Participation**Goal Increase resident participation in PHA affairs:**

- Objective 1: Create a Resident Advisory Board (RAB) by February 2000
Objective 2: Conduct briefings for the RAB quarterly (J/A/J/O)
Objective 3: Increase the number of certified resident associations by 50% by December 2000
Objective 4: Ensure there are certified resident associations at all developments by December 2001
Objective 5: Sponsor informational briefings and/or social events to encourage resident participation in a certified resident association every other month starting July 2000

Objective 6: Conduct an annual resident association development program by June 2001
Objective 7: Conduct training sessions for resident associations quarterly (or when requested)
Objective 8: Establish a database to track the number of meetings and issues raised by residents at monthly Resident/Management meetings by July 2000

Objective 9: Conduct semi-annual Resident/Senior staff meetings at all developments starting April 2000

Goal Conduct Surveys to Determine Resident Needs and Measure the Effectiveness of PHA Operations.

- Objective 1: Conduct a needs assessment survey of family, elderly and elderly/disabled development heads of household and youth in the summers of 2001, 2003 and 2005. (Reports to be completed by December of each year).
Objective 2: Conduct a customer service survey of Section 8 residents and landlords in 2002 and 2004. (Reports to be completed by October of each year).
Objective 3: Conduct a survey of scattered site residents and their neighbors in the summers of 2002 and 2004. (Reports to be completed by November of each year).
Objective 4: Develop a brief, annual resident survey instrument to measure the PHA's success in meeting outcome measures and implement annually starting in January 2001

The Department of Housing Management conducts monthly meetings with residents. Notification of important information is communicated through word of mouth, notification to resident leaders, posters and signs, mailings and flyers, newsletters and pamphlets.

Newsletters are produced on a regular basis to communicate important information to residents in both the family and elderly and elderly/disabled developments. The PHA has also redesigned our rent mailers to include space for important messages that can be delivered on a monthly basis to all residents authority-wide or to specific developments depending on the material to be presented.

All new residents are briefed on their lease and on important information concerning their development by their development manager when they come in to sign their lease. Family developments residents are also required to participate in a day-long "Preparation for Community Living" session that includes a review of lease provisions and sessions from various PHA offices and departments including information on how to contact the PHA in the event of emergency or any other questions or concerns. Information is also presented at Resident Advisory Board meetings.

The PHA also continues to assist residents in maintaining their own resident association. To this end new Resident Associations have been formed at all PHA developments. Further, several training sessions have been conducted by PHA staff for resident leaders.

Each year during the annual planning process members of the PHA Resident Advisory Board are given briefings concerning the lease and important provisions that effect admissions and continued occupancy issues.

The PHA conducts regular customer satisfaction surveys of all PHA public housing residents. This is done each year. The PHA also regularly surveys both Section 8 resident as well as landlords. In the summer of 2002 a resident needs assessment survey was also conducted. Further, residents at the Chad Brown/Admiral Terrace/Sunset Village development participated in planning physical site improvements at their development. The PHA also conducted focus groups at each development in FY 2004.

The Resident Services Department conducts a Needs Assessment interview with all elderly and elderly/disabled high-rise residents to determine their needs and develop a plan to address these needs. This is a one on one meeting between PHA staff and each resident.

Two Spanish speaking resident service coordinators have been hired to work with residents in the PHA's elderly and elderly/disabled high-rise residents.

The PHA is implementing a door to door outreach program for health assessments sponsored by the March of Dimes, home visits to parents to help them keep their children in school and money management classes to help residents with rent payment issues.

The PHA offers classes during evening and weekend hours including a Saturday homeownership program briefing.

The PHA's security force reaches out to residents by attending regular meetings and through community building activities. From 2001-2004 the Public Housing Unit, the Police force assigned to patrol PHA property, collected or purchased and distributed 1,400 toys, 225 turkey baskets and held hot dog roasts for the residents at Hartford Park, Chad Brown/Admiral Terrace/Sunset Village, Roger Williams, Manton Heights and Codding Court/Wiggin Village. In total, 10,000 hot dogs were roasted and given to residents as a method of promoting trust and communication between the police and residents.

Also, for youth, the PHA conducts an annual in-house youth job shadowing program. Further, in 2004 members of the Providence Police Department's Public Housing Unit gave a presentation to youth in Manton regarding law enforcement as a career.

Comparison of PHA and REAC Survey Scores

The Providence Housing Authority annually conducts the same survey administered by HUD. The PHA, however, send the survey to all PHA households rather than to a representative sample. This increases the level of communication by providing all PHA families with the opportunity to provide feedback directly to PHA administrators.

We also compare our results to the results provided by HUD. It is important to note that the HUD are formula-based. Scores from each section range from 0-100. Each question is weighted differently, some are weighted up to 125% and others are not included in the scores.

Included below are the results of both the PHA and HUD administered surveys for 2004. In some areas both the PHA and HUD survey results appear comparable. It is important to remember that HUD scores for each section include some but not all questions and that those that do count are each given a specific weight in the formula calculation. The one area where the PHA survey show significantly more positive results than the HUD survey is the Communication Section. In five of the six questions the PHA received scores over the 75% threshold on our own survey. It should be noted that we received scores above 75% on three of the six questions on the HUD survey and still fell slightly below the 75% threshold. Therefore, while both surveys showed positive results, it is likely that use of the PHA administered survey would have yielded a score above the 73.3% we received on the HUD score and also above the 75% threshold.

Security:

PHA Results								REA
How safe do you feel:	Very Safe	Safe	Safe/ Very Safe	Unsafe	Very Unsafe	Unsafe/Very Unsafe	Does not apply	RE
In your unit/home?	253 (29.7%)	416 (48.8%)	669 (78.5%)	109 (12.8%)	65 (7.6%)	174 (20.4%)	9 (1.1%)	
In your building?	187 (23.1%)	387 (47.8%)	574 (70.9%)	142 (17.5%)	75 (9.3%)	217 (26.8%)	19 (2.3%)	
In your parking area?	135 (16.8%)	335 (41.8%)	470 (58.6%)	170 (21.2%)	104 (13.0%)	274 (34.2%)	58 (7.2%)	

PHA Results			REAC Results
Do you think that the following contributes to crime in your development?	Yes	No	REAC Score
Bad lighting	290 (32.8%)	595 (67.2%)	66.3%
Broken locks	190 (21.5%)	695 (78.5%)	84.6%
The location of the housing development	120 (13.6%)	765 (86.4%)	NS
Police do not respond	188 (21.2%)	697 (78.8%)	NS
Residents Don't Care	334 (37.7%)	551 (62.3%)	NS
Resident screening	242 (27.3%)	643 (72.7%)	71.4
Vacant units	86 (9.7%)	799 (90.3%)	90.8

If residents in your development break the rules in the lease, does management take action?			
PHA Results			REAC Results
Yes	No	Don't know	REAC Score
361 (42.8%)	166 (19.7%)	317 (37.6%)	NS

Are you aware of any crime prevention programs available to residents?			
PHA Results			REAC Results
Yes	No	Don't know	REAC Score
303 (36.1%)	410 (48.8%)	127 (15.1%)	NS

Neighborhood Appearance:

How satisfied are you with the upkeep of:

PHA Survey Results								
Issue Problem	Very Satisfied	Satisfied	Satisfied/Very Satisfied	Dissatisfied	Very Dissatisfied	Dissatisfied/Very Dissatisfied	Does not apply	REAC Score
The [interior/exterior] common areas?	230 (27.6%)	330 (39.6%)	560 (67.1%)	149 (17.9%)	98 (11.8%)	247 (29.7%)	27 (3.2%)	
The exterior of buildings?	222 (27.6%)	385 (47.9%)	607 (75.6%)	106 (13.2%)	69 (8.6%)	175 (21.8%)	21 (2.6%)	
The parking areas?	180 (22.6%)	316 (39.7%)	496 (62.4%)	139 (17.5%)	108 (13.6%)	247 (31.1%)	52 (6.5%)	
The [outdoor] recreation areas?	162 (20.4%)	285 (35.9%)	447 (56.4%)	106 (13.4%)	97 (12.2%)	203 (25.6%)	143 (18.0%)	

How often, if at all, have you had a problem with:

PHA Survey Results							REAC Score
Issue Problem	Never	Sometimes	Often	Always	Does not apply		
Abandoned cars?	290 (37.3%)	245 (31.5%)	86 (11.1%)	77 (9.9%)	79 (10.2%)		78.5%
Broken glass?	289 (38.6%)	240 (32.1%)	88 (11.8%)	72 (9.6%)	59 (7.9%)		79.0%
Graffiti?	331 (45.0%)	173 (23.5%)	85 (11.5%)	89 (12.1%)	58 (7.9%)		82.4%
Noise?	199 (26.1%)	250 (32.9%)	118 (15.5%)	160 (21.0%)	34 (4.5%)		65.5%
Rodents and? Insects [indoors]?	223 (28.3%)	264 (33.5%)	114 (14.5%)	154 (19.6%)	32 (4.1%)		68.5%
Trash/litter?	253 (33.0%)	244 (31.8%)	98 (12.8%)	136 (17.8%)	35 (4.6%)		72.7%
Vacant units?	361 (48.8%)	168 (22.7%)	44 (5.9%)	52 (7.0%)	115 (15.5%)		83.4%

Communication:

PHA Results								
Do you think management provides you information about:	Strongly Agree	Agree	Agree/Strongly Agree	Disagree	Strongly Disagree	Disagree/Strongly Disagree	Does not apply	REAC Score
Maintenance and repair (i.e. water shut off, boiler shut down, and modernization)?	250 (29.9%)	404 (48.3%)	654 (78.2%)	82 (9.8%)	49 (5.9%)	13 (15.6%)	52 (6.2%)	
The rules of your lease?	254 (31.6%)	409 (50.9%)	663 (82.6%)	75 (9.3%)	46 (5.7%)	121 (15.0%)	19 (2.4%)	
Meetings and events?	224 (28.2%)	395 (49.8%)	619 (78.0%)	93 (11.7%)	42 (5.3%)	135 (17.0%)	39 (4.9%)	

PHA Results								
Do you think management is responsive to:	Strongly Agree	Agree	Agree/Strongly Agree	Disagree	Strongly Disagree	Disagree/Strongly Disagree	Does not apply	REAC Score

	Agree				Disagree		
Your questions and concerns?	267 (31.4%)	371 (43.7%)	638 (75.1%)	106 (12.5%)	75 (8.8%)	181 (21.3%)	30 (3.5%)
Courteous and professional with you?	255 (31.4%)	367 (45.1%)	622 (76.5%)	94 (11.6%)	75 (9.2%)	169 (20.8%)	22 (2.7%)
Supportive of your resident/tenant organization?	202 (25.3%)	356 (44.6%)	558 (69.9%)	93 (11.7%)	61 (7.6%)	154 (19.3%)	86 (10.8%)

Use this section to provide any additional attachments referenced in the Plans.

Statement of Progress for the PHA’s Five-Year Plan

This section of the PHA’s Annual Plan analyzes the progress made by the PHA in meeting the objectives set forth in its five-year plan. The status of each objectives has been reviewed and is rated based on the following criteria:

Completed	The objective has been satisfactorily completed. (In some cases the objective may still have to be completed again in subsequent years.)
Not Yet Begun	Work on the objective has not yet begun, but was not scheduled to commence at this time.
In Progress	Work on this project has begun and is proceeding in a manner deemed acceptable to the Department Director and the Executive Director.
Not Yet Begun (problem)	Work on the objective has not yet begun, but it should have begun by this date.
In Progress (problem)	Work on this objective is in progress, but not at a level acceptable to the Department Director and/or the Executive Director.
Barrier (problem)	Work on this objective cannot be completed due to an external barrier.
Ongoing	Work on this objective is scheduled to be completed on an ongoing basis and is being addressed satisfactorily.
Ongoing (problem)	Work on this objective is scheduled to be completed on an ongoing basis but is not being addressed satisfactorily.
Ongoing Barrier (problem)	Work on this objective cannot be completed due to an external barrier.
Obsolete	This objective has been deemed obsolete for reasons acceptable to both the Department Director and the Executive Director.
Resolved	This objective has been deemed resolved by means other than those originally spelled out in the goals management plan for reasons acceptable to both the Department Director and the Executive Director.

Goals Management Status Summary Table

DEPARTMENT	Time Bound						Ongoing			Obsolete	Resolved	On target	Problem	Obsolete Resolved ¹
	On Target			Problem			On Target	Problem						
	Completed	Not Yet Begun	In Progress	Not Yet Begun	In Progress	Barrier	Ongoing	Ongoing	Barrier					
Executive Office	96	3	10	0	0	0	5	0	0	1	2	114 (100%)	0 (0%)	3
MIS	31	0	2	0	0	0	7	0	0	4	0	40 (100%)	0 (0%)	4
Security	20	1	7	0	0	0	11	0	0	0	0	39 (100%)	0 (0%)	0
Legal	0	0	0	0	0	0	6	0	0	0	0	6 (100%)	0 (0%)	0
Finance & Accounting	19	0	1	0	0	0	7	0	0	1	0	27 (100%)	0 (0%)	1
Housing Management	20	0	2	1	0	0	25	2	0	4	0	47 (94%)	3 (6%)	4
Leased Housing	19	1	1	1	0	0	11	0	0	0	0	32 (97%)	1 (3%)	0
Resident Services	11	1	4	0	0	0	31	0	5	3	0	47 (90%)	5 (10%)	3
Facilities Management	28	0	1	0	0	0	7	2	0	2	1	36 (95%)	2 (5%)	3
Total	244	6	28	2	0	0	110	4	5	15	3	388 (97%)	11 (3%)	18

¹ Note: Obsolete or Resolved objectives do not count towards percentage calculations.

OFFICE OF THE EXECUTIVE DIRECTOR		Original Completion Date	Current Estimated Completion Date	Time Bound						Ongoing			Comments	
				On Target			Problem			On Target	Problem			
				Completed	Not Yet Begun	In Progress	Not Yet Begun	In Progress	Barrier	Ongoing	Ongoing	Barrier		
GOAL 1:	IMPROVE THE CAPACITY AND CAPABILITY OF THE BOARD OF COMMISSIONERS TO BETTER FULFILL THEIR ROLE AS COMMISSIONERS													
OBJ.1	Develop a formal procedure for developing board agenda by July 2000	7/00	7/00	X										Procedure developed with Executive Committee of Board. (memo)
OBJ.2	Develop and schedule a monthly presentation to the board on PHA operations by July 2000	7/00	7/00	X										Schedule of presentations prepared subject to new developments
OBJ.3	Redesign board-meeting minutes July 2000	7/00	7/00	X										It was determined that the existing design was adequate with the board members
OBJ.4	Review board policies, procedures and by-laws annually by July 2001	7/01	0/02	X										Board review proposed changes at April retreat and approved amendments at the 16 May 2002 board meeting.
OBJ.5	Develop board committee Work Plans and schedules by December 2000	12/00	10/01	X										Initial work plans for all committees scheduled
OBJ.6	Create a database on board attendance July 2000	7/00	7/00	X										Recorded by Executive Director's Special Assistant
OBJ.7	Create an informational database on board resolutions July 2000	7/00	7/00	X										Recorded by Executive Director's Special Assistant at Executive Offices
OBJ.8	Update Board orientation package by September 2000	9/00	7/01	X										Updates completed. New orientation package prepared for new members.
OBJ.9	Develop board Fund-raising Plan by November 2000	11/00	6/03	X										Consultant hired and plan approved by Executive Board to undertake a multi-element fundraising strategy.
OBJ.10	Conduct annual board self-assessment by April of each year	Annually April	4/02	X										Board completed a McKinsey Capacity survey to identify strengths and weaknesses in organizational capacity.
OBJ.11	Develop annual board training plan by July of each year	Annually July	7/00	X										Presented and approved by board.
OBJ.12	Plan and conduct annual board development training sessions by March or April of each year	Annually March	3/01	X										Board training retreat held on first weekend in April, attended by all but one board member. 04' training will be conducted 04/23-25
OBJ.13	Develop annual assessment/performance evaluation of Executive Director March of each year	Annually March	4/01	X										Board conducts evaluation annually..
Page Totals				13	0	0	0	0	0	0	0	0	0	

OFFICE OF THE EXECUTIVE DIRECTOR		Original Completion Date	Current Estimated Completion Date	Time Bound						Ongoing			<input type="checkbox"/> Obsolete <input type="checkbox"/> Resolved	<u>Comments</u> (Required for all problem category and all ongoing objectives. Comments should list any quantifiable data available to assess the status of the objective)	
				On Target			Problem			On Target	Problem				
				Completed	Not Yet Begun	In Progress	Not Yet Begun	In Progress	Barrier	Ongoing	Ongoing	Barrier			
GOAL 2:	INCREASE RESIDENT PARTICIPATION IN PHA AFFAIRS:														
OBJ.1	Create a Resident Advisory Board (RAB) by 02/00	02/00	Summer 2000	X											RAB meetings for the Annual & Five-Year Plan in addition to other matters.
OBJ.2	Conduct briefings for the RAB quarterly (J/A/J/O)	Quarterly	Ongoing							X					Meetings in J/F/M 04 leadership training 6/11/03, Budget training 4/7/04.
OBJ.3	Increase the number of certified resident associations by 50% by 12/00	12/00	12/01	X											Kilmartin Plaza (late 2001) increased numbers by 50% from two to three
OBJ.4	Ensure there are certified resident associations at all developments by 12/01	12/01	12/02 If possible		X										Elections held at all but Dom. Dominica Election scheduled for July 2004.
OBJ.5	Sponsor informational briefings and/or social events to encourage resident participation in a certified resident association every other month starting 07/00	bi-monthly	Ongoing							X					See Obj. 2, also contact between RA Liaison and RAs on a regular basis. RAB comprised of RA presidents.
OBJ.6	Conduct an annual resident association development program by 06/01	06/01	As needed		X										See Obj. 2 and 5.
OBJ.7	Conduct training sessions for resident associations quarterly (or when requested)	Quarterly (or when requested)	Ongoing							X					See Obj. 2 and 5.
OBJ.8	Establish a database to track the number of meetings and issues raised by residents at monthly Resident/Management meetings by 07/00	07/00	07/01	X											Database was determined not feasible. Policy Memo sent to H/M concerning tracking by meeting minutes
OBJ.9	Conduct semi-annual Resident/Senior staff meetings at all high-rise developments starting 07/00	Semi-Annually	09/02		X										Have determined that these meetings will be conducted at annual "hot-dog" roasts for residents in high-rises.
Page Totals				3	1	2	0	0	0	3	0	0	0	0	

OFFICE OF THE EXECUTIVE DIRECTOR		Original Completion Date	Current Estimated Completion Date	Time Bound						Ongoing		Obsolete	Resolved	Comments <i>(Required for all problem category and all ongoing objectives. Comments should list any quantifiable data available to assess the status of the objective)</i>		
				On Target		Problem				On Target	Problem					
				Completed	Not Yet Begun	In Progress	Not Yet Begun	In Progress	Barrier	Ongoing	Ongoing				Barrier	
GOAL 3:	DEVELOP AND IMPROVE THE GENERAL PERSONNEL FUNCTION AT THE PHA															
OBJ.1	Conduct a review and issue a report forecasting staffing retirements by 06/01	06/01	06/01	X											Final draft of Workforce Plan submitted to ED in January '04.	
OBJ.2	Review and address personnel requirements of the PHA 1/31/01	01/01	10/01	X											Current staffing plans are acceptable. Thorough review of FM staffing in progress..	
OBJ.3	Explore and develop options for a merit pay system and issue findings by 05/01/01	05/01/01	09/02	X											Bonus performance incentive plan instituted in July, 2003. Future bonuses contingent upon available funding.	
OBJ.4	Develop a formal career-path program for employees throughout the PHA by 3/30/01	03/01	09/04		X										Draft included in 2004 Annual Training Plan.	
OBJ.5	Attempt to correct the career-path obstacles in the Department of Housing Management by 6/30/01	06/01	12/02									X			Requires union change for two classifications. Unions refuse to give up positions.	
OBJ.6	Conduct a annual salary/benefit comparability study (due 04/01)	04/01	04/01	X											Salary comp completed by consultant (Mapplan). Completed Report available for review in the Deputy Directors Office.	
OBJ.7	Examine and create a personnel records retention policy by 05/00	05/00	01/01	X											Completed 1/1/01 Report available for review in the Deputy Directors office.	
OBJ.8	Revamp and redesign employee evaluation forms by 05/01	05/01	09/02	X											Completed 4/03.	
OBJ.9	Improve interdepartmental communication by establishing site work teams by 02/01	02/01		X											Meetings being conducted and reports are available at development offices.	
OBJ.10	Develop an Electronic Workplace Policy by 09/00	09/00	01/01	X											Policy included in 2004 HR Manual	
OBJ.11	Review and recommend changes to how Workers Compensation / Family Medical Leave Act are treated by 05/01	05/01	07/04	X											Completed 7/7/04. Updated and distributed Family Medical Policy July '04	
OBJ.12	Conduct a review of Worker's Compensation/FMLA reporting procedures by 5/31/01	05/01	05/01	X											Report available in Human Resource Office	
Page Totals				1	0	1	0	0	0	0	0	0	0	0	1	0

OFFICE OF THE EXECUTIVE DIRECTOR		Original Completion Date	Current Estimated Completion Date	Time Bound						Ongoing			Comments <i>(Required for all problem category and all ongoing objectives. Comments should list any quantifiable data available to assess the status of the objective)</i>		
				On Target			Problem			On Target		Problem			
				Completed	Not Yet Begun	In Progress	Not Yet Begun	In Progress	Barrier	Ongoing	Ongoing	Barrier		Obsolate	Resolved
GOAL 3:	(CONTINUED) DEVELOP AND IMPROVE THE GENERAL PERSONNEL FUNCTION AT THE PHA														
OBJ.13	Improve reporting time (within 24-hours) of Workers Compensation and other accidents by 11/00	11/00	1101	X											Process in place - policy available in human resource office
OBJ.14	Research, create and conduct pre-employment skills assessment and testing for identified positions by 03/01	03/01	06/01	X											Standardized testing being conducted for all new hires utilizing Skills Series Tests effective 7/04.
OBJ.15	Establish and/or redesign Employee Recognition Programs by 06/01	06/01	07/01	X											Determined current Employee of Quarter and Year, plus Service Recognition lunches are currently sufficient
OBJ.16	Create a new Employee Manual by 05/01	05/01	7/01	X											2003-2004 manual completed and distributed February, 2004.
OBJ.17	Update Human Resources Manual by 01/01	01/01	01/01	X											HR Manual updated in accordance with union contracts as well as new/changed policies and procedures. Updated 12/03.
OBJ.18	Develop new policies to reduce sick leave abuse by 04/01	04/01	04/01	X											Changes in Emergency sick leave policy have been made to union contract
OBJ.19	Determine feasibility of instituting non-traditional work hours (part-time, home work, job sharing, "flex" time) for employees 09/00	07/00	07/01	X											Implemented flex time and alternate work schedules for administrative and supervisory personnel.
OBJ.20	Develop a database of all grievances and arbitrations by 05/00	05/00	05/01	X											Monthly report prepared and available
OBJ.21	Conduct an annual Survey of Organizational Excellence by August 2000	08/00	08/01	X											Annual survey conducted. Last survey completed May, 2004
GOAL 4:	PROVIDE A COMPETITIVE WAGE AND SALARY PACKAGE TO MAINTAIN QUALITY PERSONNEL														
OBJ.1	Research and develop options to implement a merit pay plan by 06/01	06/01	08/02	X											Implementing performance bonus program for site-based personnel.
OBJ.2	Research feasibility of "team" bonuses for outstanding performance by 06/01	06/01	08/02	X											See above
OBJ.3	Study cost savings/feasibility of changing pay period from each to every other week 01/01	01/01	01/01	X											Not feasible at this time. Union objection.
Page Totals				1	2	0	0	0	0	0	0	0	0	0	

OFFICE OF THE EXECUTIVE DIRECTOR		Original Completion Date	Current Estimated Completion Date	Time Bound						Ongoing			Comments <i>(Required for all problem category and all ongoing objectives. Comments should list any quantifiable data available to assess the status of the objective)</i>	
				On Target			Problem			On Target	Problem			
				Completed	Not Yet Begun	In Progress	Not Yet Begun	In Progress	Barrier	Ongoing	Ongoing	Barrier		Obsolate
GOAL 5:	PROVIDE THE MOST ATTRACTIVE BUT AFFORDABLE BENEFIT PACKAGE TO MAINTAIN QUALITY EMPLOYEES													
OBJ.1	Conduct a study to determine the feasibility of offering a "cafeteria-style" health plan for the PHA by 04/01	04/01	Ongoing	X										Vendor selected and presently enrolling employees for pre-tax contributions
OBJ.2	Study the feasibility of a "flexible" healthcare plan by 06/01	06/01	10/04	X										Plan is in place with AFLAC Inc. Continue to review other options
OBJ.3	Conduct an employee healthcare satisfaction survey every two years starting in 08/02	06/00	06/03	X										Survey conducted every other year. Healthcare survey conducted 08/02
OBJ.4	Provide employees with an annual statement/summary of their compensation package	Annually	04/04	X										Completed. Statements were mailed to employees in April 2004.
GOAL 6:	ENSURE THAT EMPLOYEE'S LONG-TERM RETIREMENT NEEDS ARE ADEQUATE													
OBJ.1	Conduct a review of our current pension and retirement system by 11/00	11/00	11/00	X										Completed. Current retirement system very competitive and generous
OBJ.2	Conduct a review to determine if there are (is) better retirement options for PHA employees by 12/00	12/00	01/01	X										Reviewed other plans. Current plan is very viable and highly competitive.
GOAL 7:	ENSURE THAT EMPLOYEES ARE PROVIDED ADEQUATE TIME FOR REST AND RECREATION AT LEVELS AT LEAST EQUAL TO THE GENERAL WORKFORCE													
OBJ.1	Review existing vacation and holiday policy at PHA by 06/00	06/00	07/00	X										Reviewed. No changes anticipated. Very generous and competitive.
OBJ.2	Establish an employee advisory committee to review and determine whether there are better holiday and vacation options to offer to employees by 04/01	04/01	07/01	X										Review of present benefits very generous unable to offer more
GOAL 8:	IMPROVE AND DEVELOP BETTER MANAGEMENT/UNION RELATIONS													
OBJ.1	Conduct monthly meetings with union stewards representing PHA employees	Monthly	Ongoing	X										Quarterly meetings held with union stewards and business agents.
OBJ.2	Conduct quarterly with union business agents representing PHA employees	Quarterly	Ongoing	X										Meetings were last conducted in October '04
OBJ.3	Produce an annual report on salaries and benefits to provide to unions representing the PHA employees	Annually	Ongoing	X										Completed and distributed to all full time employees in June, 2004
Page Totals				1	1	0	0	0	0	0	0	0	0	

OFFICE OF THE EXECUTIVE DIRECTOR		Original Completion Date	Current Estimated Completion Date	Time Bound						Ongoing			Comments <i>(Required for all problem category and all ongoing objectives. Comments should list any quantifiable data available to assess the status of the objective)</i>	
				On Target			Problem			On Target		Problem		
				Completed	Not Yet Begun	In Progress	Not Yet Begun	In Progress	Barrier	Ongoing	Ongoing	Barrier		Obsolate
GOAL 9:	MAINTAIN OR LOWER INSURANCE PREMIUMS BY MAKING THE PHA A SAFER PLACE TO LIVE AND WORK													
OBJ.1	Reorganize the existing PHA Safety Committee by 12/00	12/00	01/04	X										Completed at December 2003 meeting.
OBJ.2	Develop an annual meeting agenda and meeting work plan for the Safety Committee by 06/00	06/00	12/04	X										Developed annually Work plan, Completed December 30, 2003. Report available
OBJ.3	Create a PHA Safety Plan 05/01	05/01	12/03	X										Review existing plan September, 2003 made additions to present plan.
OBJ.4	Review all insurance policies for adequacy by May annually	Annually	Ongoing	X										Reviewed annually. April 2004 coverage and property values were reviewed.
OBJ.5	Establish a formal "back-to-work" policy by 06/00	06/00	04/04	X										Back To Work policy implemented. Analysis of policy completed in April 2004.
OBJ.6	Produce a quarterly Workers Compensation and Liability Report (J/A/J/O)	Quarterly	Ongoing	X										Reports submitted quarterly to Exec./Dep. Dir.
GOAL10:	ASSESS THE NEEDS OF AND ESTABLISH, ARRANGE AND CONDUCT TRAINING PROGRAMS TO IMPROVE PHA OPERATIONS AND CAREER DEVELOPMENT FOR EMPLOYEES													
OBJ.1	Conduct an annual Training Needs Assessment in April	Annually (April)	ongoing	X										Assessment completed in June, 2004. Report distributed to ED and results included in Annual Training Plan.
OBJ.2	Create an Annual Training Plan by July of each year (July)	Annually	ongoing	X										Annual Training Plan completed 7/04
OBJ.3	Create a Computer-based Training (CBT) program by 06/00	06/00	06/00	X										CBT was initiated in '00. New on-line CBT training added in February 2002
OBJ.4	Redesign the layout & features of the PHA Training Room by 8/00	08/00	06/03	X										Work completed. PHA's formal training room moved to new FM facility 1/04.
OBJ.5	Revamp method of employee evaluation of training by 06/00	06/00	6/02	X										New performance forms developed & in use.
OBJ.6	Continuously track (by database) employee-training hours	Ongoing	Ongoing	X										Tracked as completed. Quarterly reports are available in Executive Office.
OBJ.7	Conduct an annual training cost-effectiveness analysis by 08/00	08/00		X										Conducted with PHA Annual Report
OBJ.8	Schedule and utilize HTVN in the training program annually	Annually		X										Program schedule is received and reviewed quarterly. Staff are assigned
OBJ.9	Revamp and offer the PHA Management Course annually	Annually		X										Course last conducted in 2002. Course not required annually. Will be revamped in early 2005 to concentrate on mid-management personnel for long-range needs of PHA
OBJ.10	Develop and offer to employees a Home-based Training (Self-help/Self-based) Program by 12/01	12/01		X										Draft certification program included in 2004 Annual Training Plan.
OBJ.11	Determine type, then create and offer certification programs for employees by 12/01	12/01	9/04		X									HR Officer will assume responsibility. Will report in September.
Page Totals				16	1	0	0	0	0	0	0	0	0	

OFFICE OF THE EXECUTIVE DIRECTOR		Original Completion Date	Current Estimated Completion Date	Time Bound						Ongoing			Obsolete	Resolved	Comments	
				On Target			Problem			On Target	Problem					
				Completed	Not Yet Begun	In Progress	Not Yet Begun	In Progress	Barrier	Ongoing	Ongoing	Barrier				
GOAL11:	ESTABLISH METHODS, TECHNIQUES AND INSTRUMENTS TO INCREASE STAKEHOLDER AWARENESS OF PHA OPERATIONS AND ACTIVITIES (OBJECTIVES 1-5 INTERNAL)															
OBJ.1	Produce an employee newsletter (quarterly-J/A/J/O)	Quarterly	Ongoing	X												Summer and fall issues produced.
OBJ.2	Update new employee orientation program by 04/00	04/00	03/02	X												New Employee Orientation slide show has been completed.
OBJ.3	Conduct an "Employee Information Day" event annually	Annually	05/03	X												Conducted 10 September 2003 and will hereafter conduct every other year. In the year it is not conducted, a newsletter to employees will provide same information.
OBJ.4	Redesign PHA Bulletin Boards at all locations by 07/00	07/00	Design complete 05/00	X												Section 8 and Public Housing Boards at Dexter and Facilities Management Offices completed. All state and federal posters updated in 2004.
OBJ.5	Determine the appropriateness of establishing an E-mail "message of the day" by 07/00	07/00	07/00	X												Determined not necessary, however, implemented monthly HR policy reminders via e-mail to all employees.
GOAL11:	ESTABLISH METHODS, TECHNIQUES AND INSTRUMENTS TO INCREASE STAKEHOLDER AWARENESS OF PHA OPERATIONS AND ACTIVITIES (OBJECTIVES 6-11 EXTERNAL)															
OBJ.6	Schedule a minimum of three public relations appearances to improve image of PHA annually	Annually	ongoing			X										Appeared on several cable programs and once on Ch-12. Appeared for an hour on Arlene violet's radio program to discuss affordable housing in the city and state. Spoke at housing seminar at Providence Public Library in February 2004.
OBJ.7	Issue press releases for PHA events monthly	Monthly	Ongoing							X						ProJo has published several favorable press releases. Most recent has been community awards.
OBJ.8	Develop a Semi Annual Newsletter for Key (non-resident) Stakeholders by 7/00	Semi Annually	9/02			X										Met with communications consultant at board request to discuss PR to business community. Plan is currently being developed.
OBJ.9	Develop Three Informational Brochures Concerning PHA Operations by 9/00	09/00	09/01	X												Several promo pieces completed, also posters created.
OBJ.10	Update and add new features to the PHA website semi-annually	Semi-Annually	Semi Annually	X												Redesign completed with several new features, including job and bid postings.
OBJ.11	Develop educational materials to distribute to Congressional delegation and other elected officials annually by March	Annually (March)	Annually (March)	X												Distributed at NAHRO Legislative Conference in March 2000, did not participate in 2001 to 2003
Page Totals				8	0	2	0	0	0	1	0	0	0	0		

OFFICE OF THE EXECUTIVE DIRECTOR		Original Completion Date	Current Estimated Completion Date	Time Bound						Ongoing			Obsolete	Resolved	Comments <i>(Required for all problem category and all ongoing objectives. Comments should list any quantifiable data available to assess the status of the objective)</i>	
				On Target			Problem			On Target		Problem				
				Completed	Not Yet Begun	In Progress	Not Yet Begun	In Progress	Barrier	Ongoing	Ongoing	Barrier				
GOAL12:	REVIEW ORGANIZATIONAL STRUCTURE TO ASSESS, DETERMINE AND DEVELOP MOST EFFICIENT STRUCTURE TO ACCOMPLISH THE PHA'S MISSION IN THE NEXT DECADE															
OBJ.1	Review existing organizational structure to determine if further department consolidation is practical by 07/01	07/01	06/01	X												Effective July '01 the Community Services and Special Projects Departments will be merged. Switched to line and staff type of organizational structure. Changes in FM undertaken in March 03..
OBJ.2	Review all existing personnel positions to determine need by July 2001	07/01		X												Conducted annually during budget process
OBJ.3	Determine feasibility of reducing the number of job classifications to enhance position flexibility by 07/01	07/01												X		Not feasible at this time, but will be considered and rescheduled in next long-range plan.
GOAL13:	ENSURE THAT ADEQUATE RESOURCES ARE AVAILABLE TO CONDUCT PHA BUSINESS TO FULFILL ITS ORGANIZATIONAL MISSION															
OBJ.1	Develop an up-to-date database of appropriate foundations and philanthropies by 08/00	08/00	8/01	X												System developed, will improve coordination with Resident Services Department, has not been updated and is more of a Resident Services function since that department was restructured.
OBJ.2	Create an electronic method of distributing grant information to appropriate PHA departments by 07/00	07/00	As needed	X												Currently PHDEP (when funded) and Capital Plan Grants Grant Management Report is now contained in MMR.
OBJ.3	Conduct a daily review of HUD's website for new Request for Proposals, regulations and HUD Notices and distribute to appropriate PHA personnel by 07/01/00	07/00	Ongoing	X												Done regularly, PIH noticed are in the PHA library
OBJ.4	Establish a system to handle requests for research projects from other PHA departments by 07/00	07/00	Complete 3/01	X												Form developed and distributed via e-mail to all PHA Departments.
Page Totals				6	0	0	0	0	0	0	0	0	0	0	1	

OFFICE OF THE EXECUTIVE DIRECTOR		Original Completion Date	Current Estimated Completion Date	Time Bound						Ongoing			Comments
				On Target			Problem			On Target	Problem		
				Completed	Not Yet Begun	In Progress	Not Yet Begun	In Progress	Barrier	Ongoing	Ongoing	Barrier	
GOAL14: ENSURE THAT AFFORDABLE HOUSING OPPORTUNITIES ARE PURSUED													
OBJ.1	Develop at least 50 units of affordable housing at the Roger Williams site by 12/01	12/01	05/04			X							Formed partnership with Winn Development Co to develop 65-units of LIHTC units on site, which will be renamed Williams-Woods Place. LIHTC submittal was approved by RI Housing board in February 2004. Architectural plans being developed. Expect groundbreaking late fall 2004.
OBJ.2	Coordinate and seek through HUD any attractive foreclosure properties in the City of Providence (or elsewhere)	Ongoing	Ongoing	X									PHA-with general partner Winn Development Co.-purchased Lockwood Plaza in September 2001 Looking into purchasing 26 units of Section 8 Mod-Rehab properties from RI Housing in Fox Point neighborhood. Participated with consortium to purchase University Heights. Awaiting final decision of RI Housing board.
GOAL15: CONDUCT COMPREHENSIVE STRATEGIC PLANNING OPERATIONS AND ESTABLISH AND MONITOR PHA GOALS AND OBJECTIVES													
OBJ.1	Develop a comprehensive strategic plan including analysis of the PHA's mandates, mission, internal and external environmental scanning, stakeholder analysis (including resident surveys and focus groups), strategic issue analysis and strategy development by 05/00.	05/00	Complete Fall 2000	X									Next five year process in progress. Surveys sent out, Environmental Scans completed.
OBJ.2	Develop a Goals Management Plan and monitoring system for the implementation of strategies developed under the strategic plan by 4/00.	04/00	Complete Fall 2000	X									Next five year process in progress. Surveys sent out, Environmental Scans completed.
OBJ.3	Produce a written goal management monitoring report semi-annually. (July, January)	Semi-Annually	Jan/July						X				Previous report completed in Jan. 2004.
Page Totals				3	0	1	0	0	0	1	0	0	0

OFFICE OF THE EXECUTIVE DIRECTOR		Original Completion Date	Current Estimated Completion Date	Time Bound						Ongoing			<input type="checkbox"/> Obsolete <input type="checkbox"/> Resolved	Comments <i>(Required for all problem category and all ongoing objectives. Comments should list any quantifiable data available to assess the status of the objective)</i>	
				On Target		Problem				On Target	Problem				
				Completed	Not Yet Begun	In Progress	Not Yet Begun	In Progress	Barrier	Ongoing	Ongoing	Barrier			
GOAL16:	ENSURE EFFECTIVE AND EFFICIENT OPERATIONS THROUGH PERFORMANCE MEASUREMENT ACTIVITIES														
OBJ.1	Develop a system of performance measures by 6/00	06/00	02/04	X											Performance Management Plan completed. Tracking of indicators will commence January 2005.
OBJ.2	Monitor Performance Measurements monthly and prepare a written report semiannually (March and September)	Semi-Annually	07/01	X											Newest PMS will have different reporting requirements for different performance measures. Some will be monthly, others quarterly and all annually.
GOAL17:	CONDUCT SURVEYS TO DETERMINE RESIDENT NEEDS AND MEASURE THE EFFECTIVENESS OF PHA OPERATIONS														
OBJ.1	Conduct a needs assessment survey of family, elderly and elderly/disabled development heads of household and youth in the summers of 2001, 2003 and 2005. (Reports to be completed by December of each year).	12/01,03,05	12/02			X									Conducted for family developments summer 02. Elderly assessment conducted by Dept of Resident Services every year. For the past several years the OPP has compiled these data into a slide show that is presented to the Board of Commissioners.
OBJ.2	Conduct a customer service survey of Section 8 residents and landlords in 2002 and 2004. (Reports to be completed by October of each year).	11/02,04	11/02			X									Surveys sent out in 2004, report being in draft form. We sent out 800 Landlord surveys and received 238 and 1000 tenant surveys and received 218. After adjusting for undeliverable surveys, the return rates were 25.6% for residents and 29.8% for Landlords.
OBJ.3	Conduct a survey of scattered site residents and their neighbors in the summers of 2002 and 2004. (Reports to be completed by November of each year).	11/02,04	11/02			X									Resident customer service surveys Jan. 04, neighbor surveys sent out in Feb. 04.. There were 220 resident surveys mailed to scattered site residents, of which 55 (25%) were returned. Also, 520 neighbor surveys were mailed and 81 (15.6%) were received.
OBJ.4	Develop a brief, annual resident survey instrument to measure the PHA's success in meeting outcome measures and implement annually starting in 01/01	01/01	01 /02	X											PHA sent HUD survey in 1/04 to ALL PHA households, not just a sample. In total, 2,436 surveys were mailed to residents and 883 were returned for a completion rate of 36.2%
Page Totals				3	0	3	0	0	0	0	0	0	0	0	

OFFICE OF THE EXECUTIVE DIRECTOR		Original Completion Date	Current Estimated Completion Date	Time Bound						Ongoing			<input type="checkbox"/> Obsolete <input type="checkbox"/> Resolved	Comments <i>(Required for all problem category and all ongoing objectives. Comments should list any quantifiable data available to assess the status of the objective)</i>	
				On Target			Problem			On Target		Problem			
				Completed	Not Yet Begun	In Progress	Not Yet Begun	In Progress	Barrier	Ongoing	Ongoing	Barrier			
GOAL18:	MEASURE THE EFFECTIVENESS OF PHA OPERATIONS THROUGH PROGRAM EVALUATIONS														
OBJ.1	Conduct an Evaluation of the PHA's Modernization Program by August 2001	08/01	8/02	X											HUD conducts a review at least annually. Physical Needs Assessment document produced, will update semi-annually
OBJ.2	Assist the Dept. of Community Services in developing a Comprehensive Program Evaluation Instrument by August 2002	08/02	8/02			X									The OPP developed a BOTVIN Analysis protocol for a previous youth curriculum. More recently the OPP reviewed FSS program. A final report was not produced as several factors hampered this analysis. Currently recommendations have centered around the need to develop methods for tracking the progress of individuals in the program (cumulatively) and after termination. This is currently done only on an individual case worker basis, and only while cases are active. There is currently no reporting requirement to HUD and no means of tracking people who leave the program (either positive or negative). Tracking residency status is even in question as FSS participation is no longer flagged in our computer system once a the resident leaves the program.
OBJ.3	Conduct one program evaluation concerning an aspect of the PHA's operations to be determined by the Executive Director each year, to be completed by December.	Annually	Annually	X											Accomplished this year through strategic plan and HUD plans
OBJ.4	Monitor PHA overtime expenditures and prepare a report to the Executive Director annually by September.	Annually	8/01	X											Annual report in progress.
Page Totals				3	0	1	0	0	0	0	0	0	0	0	

OFFICE OF THE EXECUTIVE DIRECTOR		Original Completion Date	Current Estimated Completion Date	Time Bound						Ongoing			Comments <i>(Required for all problem category and all ongoing objectives. Comments should list any quantifiable data available to assess the status of the objective)</i>	
				On Target			Problem			On Target	Problem			
				Completed	Not Yet Begun	In Progress	Not Yet Begun	In Progress	Barrier	Ongoing	Ongoing	Barrier		Obsolote
GOAL19:	COMPLY WITH HUD REQUIREMENTS FOR HOUSING MANAGEMENT AND OTHER FUNCTIONS AND PREPARE A REPORT DETAILING OPTIONS AVAILABLE BY MAY 2001													
OBJ.1	Examine HUD policies concerning Housing Management and other functions and prepare a report detailing options available to the PHA by 05/01	05/01	Ongoing	X										Pet Policy, done as needed, H-Man to address changes to community service rule (again). Was included in Annual Plan.
OBJ.2	Monitor changes in federal regulations governing public housing for possible policy choices. (Quarterly)	Quarterly	Ongoing	X										Conducted by Planner Policy Analyst as needed
OBJ.3	Prepare and monitor HUD Annual and Five Year Plans annually as required. (Annually)	Annually	Annually	X										Submitted to HUD in April and Approved in May.
GOAL20:	ENSURE TIMELY REPORTING OF REPORTS DETAILING PHA OPERATIONS													
OBJ.1	Compile and Format the PHA's Annual report by the end of September each year.	Annually	September	X										Completed 11/03
OBJ.2	Update chart display in the PHA's conference room detailing key aspects of PHA operations by October 21 st annually.	Annually	October	X										Completed 10/03
OBJ.3	Compile and print the PHA's Monthly Management Report four days prior to each monthly board of commissioners meeting.	Monthly	Ongoing	X										Completed each month and distributed, also in PHA library
GOAL21:	CONDUCT RELEVANT PLANNING STUDIES TO ASSIST THE PHA IN MAXIMIZING RESOURCE UTILIZATION													
OBJ.1	Conduct a space needs assessment for PHA administrative areas by 10/02.	10/02	10/02	X										Analysis completed. Determined new quarters needed to consolidate FM staff. New facility planned, finance secured and constructed. Move-in was late '03. New HPK community center currently under construction (est. completion 06/04). Second floor will house Resident Services. Long-range plan is to move PHA administrative offices and P/H and Section 8 selection offices to stand alone building within next three years.
OBJ.2	Conduct a housing design study by 09/01.	09/01											X	With no new public housing production programs available, this objective has been cancelled. However, design work has been conducted with LIHTC projects PHA is involved with.
Page Totals				7	0	0	0	0	0	0	0	0	0	1

OFFICE OF THE EXECUTIVE DIRECTOR		Original Completion Date	Current Estimated Completion Date	Time Bound						Ongoing			Obsolote	Resolved	Comments <i>(Required for all problem category and all ongoing objectives. Comments should list any quantifiable data available to assess the status of the objective)</i>	
				On Target			Problem			On Target	Problem					
				Completed	Not Yet Begun	In Progress	Not Yet Begun	In Progress	Barrier	Ongoing	Ongoing	Barrier				
GOAL21:	CONDUCT RELEVANT PLANNING STUDIES TO ASSIST THE PHA IN MAXIMIZING RESOURCE UTILIZATION															
GOAL22:	IMPLEMENT EFFECTIVE RETENTION SYSTEM FOR PHYSICAL DOCUMENTS															
OBJ.1	Develop a database of existing records by department and determine proper date for disposal by 01/01	01/01	12/01	X												Database developed and records retention scheduled developed.
OBJ.2	Track disposal dates and notify PHA departments of outdated materials on an annual basis each January	Annually	Annually			X										Conducted by Dept. Directors, FM documents recently removed.
Page Totals				1	0	1	0	0	0	0	0	0	0	0		
Section Totals				9	3	1	0	0	0	5	0	0	1	2		

MANAGEMENT INFORMATION SERVICES		Original Completion Date	Current Estimated Completion Date	Time Bound						Ongoing			Obsolete	Resolved	Comments <i>(Required for all problem category and all ongoing objectives. Comments should list any quantifiable data available to assess the status of the objective)</i>	
				On Target			Problem			On Target	Problem					
				Completed	Not Yet Begun	In Progress	Not Yet Begun	In Progress	Barrier	Ongoing	Ongoing	Barrier				
GOAL 1:	ENSURE THAT ALL PHA COMPUTER HARDWARE IS UPDATED TO PROVIDE MAXIMUM UTILIZATION AND STAFF EFFICIENCY WITHIN BUDGETARY CONSTRAINTS															
OBJ.1	Ensure that all PHA personal computers are Y2K compliant by 11/99	11/99		X												All PC's tested Y2K Compliant with Norton 2000 utility software
OBJ.2	Upgrade selected personal computers by Jan. 2000	01/00		X												Upgraded all hardware and software on selected PC's.
OBJ.3	Purchase additional computers to be used by Senior Staff and power users by 12/99	12/99		X												Purchased and installed new Dell PC's for senior staff.
OBJ.4	Purchase new printers to replace existing printers at Development offices. Also, add printers to Foreman offices and the MIS office by July 2000	07/01	9/01	X												Purchased HP4100N printers for Forman Offices, will move existing printers to Mgmt. Offices.
OBJ.5	Upgrade the server located at Facilities Mgmt. And move it to the MIS Office by June 2000	06/00		X												Server is now being used as a CD server for the network in the MIS Office.
OBJ.6	Order additional PCs to replace older PC's at the Administrative Office by August 2000	08/00		X												Installed new PC's at administrative offices with Windows 2000 and relative licensed software
OBJ.7	Purchase 17" monitors to replace older 15" monitors by March 2000	03/00		X												Purchased and replaced all 15" monitors with 17" ones.
OBJ.8	Upgrade PC's located at the Developments and Foremen Offices by 11/00	11/00		X												Replaced Development PC's and Distributed upgraded PC's to foremen.
OBJ.9	Purchase LAN station for MIS office by September 2000	09/00											X			No longer needed with the purchase of the server rack.
Page Totals				8	0	0	0	0	0	0	0	0	0	1	0	

MANAGEMENT INFORMATION SERVICES		Original Completion Date	Current Estimated Completion Date	Time Bound						Ongoing			Comments <i>(Required for all problem category and all ongoing objectives. Comments should list any quantifiable data available to assess the status of the objective)</i>	
				On Target			Problem			On Target	Problem			
				Completed	Not Yet Begun	In Progress	Not Yet Begun	In Progress	Barrier	Ongoing	Ongoing	Barrier		Obsolete
GOAL 2:	ENSURE THAT ALL PHA COMPUTER SOFTWARE IS REPLACED AND/OR UPGRADED TO ENSURE MAXIMUM EFFICIENCY WITHIN ACCEPTABLE BUDGETARY CONSTRAINTS													
OBJ.1	Review all PHA software to ensure licensing is correct by 06/00	06/00		X										Reviewed software used at the workstations meet with Exec. Dir. and purchased licenses accordingly.
OBJ.2	Purchase and Install Office 2000 site and Windows 2000 in all workstations by 04/00	04/00		X										Each PC has the correct software installed so that licensing is correct.
OBJ.3	Obtain Cost to upgrade software on the "Server" in the MIS Office from Windows NT 4.0 to Server 2000 by May 2000	05/00		X										Software on the Server has been upgraded to Windows 2000, along with all the PC's
GOAL 3:	INCREASE AND/OR UPDATE THE FUNCTIONS OF THE EXISTING NETWORK													
OBJ.1	Upgrade hardware on the server located in the MIS office and set up a service contract by Aug. 2000	08/00		X										Purchased new Compaq servers. Service contract setup with Compaq.
OBJ.2	Install COX Cable Internet Access by 11/99	11/99		X										Installed and set up users for COX internet service.
OBJ.3	Work with Advanced Telesystems Inc. to increase the current 56K frame relay data speeds at all family sites and Academy Ave to Point-to-Point T1's by 04/00	04/00		X										All Family Development and Academy Ave data lines are upgraded to Point-to-Point T1's.
OBJ.4	Setup the server so select users have access to the network from home by 11/99	11/99		X										Complete, however dialup connection will be very slow for the users.
OBJ.5	Configure the server so users have the ability to fax to/from their PC's by 08/00	08/00		X										Has been completed only a select group of users are currently setup with this service so it can be tested.
OBJ.6	Research software on Server for tighter restrictions on Internet Access by 04/00	04/00		X										Set up and configured a FAX server using WinFAX.
Page Totals				9	0	0	0	0	0	0	0	0	0	

MANAGEMENT INFORMATION SERVICES		Original Completion Date	Current Estimated Completion Date	Time Bound						Ongoing			Obsolate	Resolved	Comments <i>(Required for all problem category and all ongoing objectives. Comments should list any quantifiable data available to assess the status of the objective)</i>	
				On Target			Problem			On Target	Problem					
				Completed	Not Yet Begun	In Progress	Not Yet Begun	In Progress	Barrier	Ongoing	Ongoing	Barrier				
GOAL3:	INCREASE AND/OR UPDATE THE FUNCTIONS OF THE EXISTING NETWORK															
OBJ.7	Purchase U.P.S. (Utility Power Supply) for routers at remote sites by 04/00	04/00		X												U.P.S. has been installed at all remote sites in case of power outages/surges.
OBJ.8	Research adding switches to the network to increase speed by 07/00	07/00		X												Has been completed, Cisco switches have been installed with the new Compaq server equipment.
OBJ.9	Update Network Configuration Database by 7/00	07/00		X												The network configuration database is updated as new equipment arrives; this is also done via the network.
OBJ.10	Purchase data/media safe by 05/00	05/00		X												Media safe has been purchased.
OBJ.11	Reconfigure the PC's at the labs for COX Communications Internet Access by August 2000	08/00		X												Has been completed, all labs now have Internet Access.
OBJ.12	Move services from Academy Ave. server to the upgraded server in the MIS office by 8/00	08/00		X												Unable to run software over the LAN, server was moved back to Academy Ave., and an expanded storage unit has been installed with larger hard drives.
OBJ.13	Test Data Lines for Speed and Connectivity Problems by December 2000	12/00		X												Data lines successfully tested.
GOAL 4:	SUBMIT AND/OR PRODUCE REQUIRED COMPUTER-PRODUCED REPORTS IN A TIMELY MANNER															
OBJ.1	Submit M.T.C.S. (resident socioeconomic data) forms to HUD for both Rental Housing and Public Housing to be completed monthly	Monthly	Ongoing											X		No longer a MIS Goal, submitted monthly by Rental Housing and Housing Management Directors
OBJ.2	Submit 1099 forms to individuals and/or firms, as well as IRS annually	Annually	Ongoing											X		No longer a MIS Goal; beginning 2001 Finance dept began submitting the files.
OBJ.3	Submit electronically transferred data to RI Department of Health monthly to cross-reference Section 8 addresses to the list of child elevated blood levels by 6/00	Monthly	Ongoing							X						Completed, monthly data is downloaded from the AS/400 and e-mailed to the RIDOH.
Page Totals				7	0	0	0	0	0	0	1	0	0	2	0	

MANAGEMENT INFORMATION SERVICES		Original Completion Date	Current Estimated Completion Date	Time Bound						Ongoing			Comments <i>(Required for all problem category and all ongoing objectives. Comments should list any quantifiable data available to assess the status of the objective)</i>		
				On Target			Problem			On Target		Problem			
				Completed	Not Yet Begun	In Progress	Not Yet Begun	In Progress	Barrier	Ongoing	Ongoing	Barrier		Obsolete	Resolved
GOAL 5:	CREATE A SYSTEM/PROCEDURES WHERE STAFF CAN SWIFTLY RECEIVE COMPUTER-RELATED ASSISTANCE														
OBJ.1	Set up a PHA Helpdesk system to track troubleshooting calls by 4/00	04/00	Ongoing									X			Using the Track-It software, troubleshooting calls are recorded by MIS staff members
GOAL 6:	CONDUCT RESEARCH AND RECOMMEND COMPUTER-BASED PRODUCTS THAT WILL ASSIST PHA STAFF IN COMPLETING THEIR DUTIES/RESPONSIBILITIES MORE EFFICIENTLY														
OBJ.1	Conduct product research and testing to determine the most practical, handheld Inspection Units for use by the Facilities Management and Rental Housing Departments to conduct HQS inspections by 09/00	09/00		X											Casio E-125 Handheld Inspection units are being used recommended by Data Processing Solutions.
OBJ.2	Setup an AS/400 Print Server by 08/00	08/00											X		Printing problems resolved Print Server no longer needed.
OBJ.3	With the assistance of MST, setup Direct Deposit for Rental Housing Landlords and Account Payable Vendors by 01/01	01/01	10/04			X									MST is making the necessary software modifications for the Rental Housing dept. This project has been delayed due to website modifications and vacation schedules. Finance needs to contact vendors to begin this project.
OBJ.4	Research cost effectiveness and feasibility to setup Document Scanning on the AS/400 by 04/01	04/01	11/04			X									Finance to be completed by end of November. This project delayed to due projects in the Finance and MIS Office.
OBJ.5	Research and determine cost of installing a barcode system for the Inventory module by 07/01.	07/00	07/01	X											Facilities Mgmt Associate Director of Administration has gathered information regarding this project. Barcode System should be installed by 1/2.
GOAL 6:	CONDUCT RESEARCH AND RECOMMEND COMPUTER-BASED PRODUCTS THAT WILL ASSIST PHA STAFF IN COMPLETING THEIR DUTIES/RESPONSIBILITIES MORE EFFICIENTLY (CONTINUED)														
OBJ.6	Research the cost of and the practicability of self-sealing Rent Mailers by Jan. 2001	01/01	12/01	X											Rent Statements have been developed and will begin using the new statements with the February mailers.
OBJ.7	Create the ability to electronically submit W2s and 1099's by Jan. 2002	01/01	2/02	X											Staff in the Finance department was successful in submitting this year's tax information electronically via the Internet.
Page Totals				4	0	2	0	0	0	0	1	0	0	1	0

MANAGEMENT INFORMATION SERVICES		Original Completion Date	Current Estimated Completion Date	Time Bound						Ongoing			Obsolete	Resolved	Comments <i>(Required for all problem category and all ongoing objectives. Comments should list any quantifiable data available to assess the status of the objective)</i>	
				On Target			Problem			On Target		Problem				
				Completed	Not Yet Begun	In Progress	Not Yet Begun	In Progress	Barrier	Ongoing	Ongoing	Barrier				
GOAL 7:	ENSURE THAT EACH STAFF MEMBER IS SUFFICIENTLY KNOWLEDGEABLE ABOUT PHA COMPUTER EQUIPMENT AND SOFTWARE APPLICATIONS															
OBJ.1	Determine need and establish annual training review with Data Processing Solutions (DPS) by September 2000	09/00	Ongoing								X					Will conduct survey of training needs and based on that setup a training session with DPS. Will be annually in the fall.
OBJ.2	Have the MIS staff trained regularly on new software by October 2000	10/00	Ongoing								X					Always researching additional software that is available that will benefit the staff of the PHA.
OBJ.3	Create a course of instruction and conduct computer training for Facilities Management foreman by 03/00	03/00		X												Setup and conducted hands-on training for Foremen. Upon completion demonstrated knowledge of Windows Operating Systems.
OBJ.4	Conduct specific group computer training as determined by training needs assessment survey and PHA Training Plan and Helpdesk system by Nov. 2000	11/00	Ongoing								X					Ongoing, trainings sessions are conducted as requested/needed by the users and/or their superiors.
OBJ.5	Upgrade the training room computer-based training (CBT's) computers with current software to be completed quarterly	Quarterly	Ongoing								X					Staff has access to CBT software from their computes via our network. Upgrades follow new Microsoft installations.
OBJ.6	Create a computer literacy "test-out" test to certify that staff can meet the minimum requirements	Ongoing	Ongoing	X												CBT test waiver created for users who request to demonstrate knowledge of the required applications without training attendance.
Page Totals				2	0	0	0	0	0	0	4	0	0	0	0	

MANAGEMENT INFORMATION SERVICES		Original Completion Date	Current Estimated Completion Date	Time Bound						Ongoing			Obsolete	Resolved	Comments <i>(Required for all problem category and all ongoing objectives. Comments should list any quantifiable data available to assess the status of the objective)</i>	
				On Target			Problem			On Target		Problem				
				Completed	Not Yet Begun	In Progress	Not Yet Begun	In Progress	Barrier	Ongoing	Ongoing	Barrier				
GOAL 8:	ENSURE THAT ALL PHA COMPUTER APPLICATIONS REMAIN VIRUS-FREE															
OBJ.1	Update virus software on all PHA PC's to be completed monthly or as needed	Monthly	Ongoing								X					Virus Definitions are updated on workstations on a monthly basis or as necessary.
GOAL 9:	ENSURE WORK SPACE IS CONDUCIVE TO COMPUTER OPERATIONS															
OBJ.1	Redesign MIS office by 11/00	11/00		X												Completed and the S/36 has been removed.
Page Totals				1	0	0	0	0	0	0	1	0	0	0	0	
Section Totals				31	0	2	0	0	0	0	7	0	0	4	0	

SECURITY		Original Completion Date	Current Estimated Completion Date	Time Bound								Ongoing			Comments <i>(Required for all problem category and all ongoing objectives. Comments should list any quantifiable data available to assess the status of the objective)</i>		
				On Target				Problem				On Target	Problem			Obsolete	Resolved
				Completed	Not Yet Begun	In Progress	Not Yet Begun	In Progress	Barrier	Ongoing	Ongoing	Barrier					
GOAL 1:	ASSESS MANPOWER REQUIREMENTS FOR THE PHU/PHA SECURITY FORCE																
OBJ.1	Conduct manpower assessment review by 07/01/00	07/00	07/00	X											Assessment made and schedule adjusted to meet the need. Periodic assessments and adjustments are made as needed. Assignment of police personnel replacements is dependant on PPD Administration.		
OBJ.2	Review and determine the feasibility of having the PPD increase the number of patrolmen assigned to the Public Housing Unit by 12/00	12/00	6/03	X											Under new PPD redistricting plan 2 officers have been added to the PHU with another to be assigned. Total of 8 PHU officers now in the unit		
OBJ.3	Seek additional funding to increase (3 hours) the daily tour of PHU officers	07/01	9/04			X									Weed & Seed funding for additional coverage for MHT obtained 11/02. Seeking additional Weed & Seed for Hartford 9/04		
OBJ.4	Seek additional funding to extend the hours (2 additional hours) of PHA Security Officers (high-rise)	06/00				X									Hours of security have been extended in identified problem high-rises. In addition 4 security monitors have been hired to monitor a new security system 24 hours per day 7 days per week.		
OBJ.5	Increase the number of foot patrols at both family and elderly/disabled developments by 05/00	05/00		X											Problem developments/high-rises identified and foot posts scheduled. Modified as situations change		
GOAL 2:	ADDRESS CRIME IN PUBLIC HOUSING																
OBJ.1	Conduct criminal background checks of all prospective PHA applicants daily for Resident Selection Office	Ongoing	Ongoing								X				Current daily practice. In addition effective 6/01 during preliminary check any applicant with an FBI record must be fingerprinted by the PHU and the prints submitted to the FBI for review. After review the applicants' criminal record, if any found, will be forwarded to the PHA.		
Page Totals				3	0	2	0	0	0	1	0	0	0	0			

SECURITY		Original Completion Date	Current Estimated Completion Date	Time Bound								Ongoing			Obsolete	Resolved	Comments <i>(Required for all problem category and all ongoing objectives. Comments should list any quantifiable data available to assess the status of the objective)</i>
				On Target				Problem				On Target	Problem				
				Completed	Not Yet Begun	In Progress	Not Yet Begun	In Progress	Barrier	Ongoing	Ongoing	Barrier					
GOAL 2:	ADDRESS CRIME IN PUBLIC HOUSING																
OBJ.2	Identify type and location of crime in the elderly/disabled developments annually commencing 07/00	07/00		X													Types of crimes and locations identified and information contained in FY-2000 Annual Security Report and future FY Reports. Periodic database searches conducted by the PHU to identify problem locations and the specific types of problems that need to be addressed.
OBJ.3	Identify type and location of crimes involving youths in the development by 07/01/00	07/00		X													Crimes committed by juveniles identified and information contained in FY-2000 Annual Security Report. Information will also be contained in all future FY Reports. Also separate report on Juvenile Crime completed and submitted to Executive Director.
OBJ.4	Identify type and location of crime in the family developments annually commencing 07/00	07/00		X													Types of crimes and locations identified and information contained in FY-2000 Annual Security Report and all future FY Reports. In addition periodic database searches conducted to determine problem locations and the specific types of problems to be addressed.
Page Totals				3	0	0	0	0	0	0	0	0	0	0	0	0	

SECURITY		Original Completion Date	Current Estimated Completion Date	Time Bound						Ongoing		Obsolute	Resolved	Comments <i>(Required for all problem category and all ongoing objectives. Comments should list any quantifiable data available to assess the status of the objective)</i>	
				On Target			Problem			On Target	Problem				
				Completed	Not Yet Begun	In Progress	Not Yet Begun	In Progress	Barrier	Ongoing	Ongoing				Barrier
GOAL 3:	INCREASE POLICE VISIBILITY AND OPERATIONS IN A PROBLEM AREA/DEVELOPMENT														
OBJ.1	Adopt a “Zero Tolerance” stand in the targeted development/area effective immediately	05/00	Ongoing								X				Current practice. Adjustments made as problem locations change.
OBJ.2	Reallocate manpower to deal with increased crime to act as needed by 12/00	12/00		X											Review completed, adjustments implemented including a schedule change for the PHU officers. The PHU schedule is modified as situations arise.
OBJ.3	Evaluate PHU patrol practices and the areas being patrolled annually beginning 07/00	07/00		X											FY-2000 Annual Security Report info used to determine necessary adjustments. Adjustments made to address the identified needs and are adjusted periodically or as needed.
OBJ.4	Conduct Police Reserve monthly meeting at different developments each month effective July 2000	07/00								X					Current practice, however most of the meetings are conducted in the Community Room in the Hartford Park high-rise.
GOAL 4:	PROVIDE INFORMATION ABOUT CRIMINAL ACTIVITY TO KEY DECISION MAKERS														
OBJ.1	Meet (Security Operations Manager) with Executive Director at least once a week to discuss security issues	Weekly	Ongoing								X				Current practice and a Standard Operating Procedure of the PHU/Security
OBJ.2	Attend at least four resident-management meetings per development annually	Annually	Ongoing								X				Informal meetings were attended. Formal meetings attended beginning 2001 and are now a current practice of the PHU.
OBJ.3	Attend Housing Management and Facilities Management Departments staff meetings at least once a month	Monthly	Ongoing								X				Current practice, however most of the meetings are of the informal informational exchange type of meetings.
Page Totals				2	0	0	0	0	0	0	5	0	0	0	0

SECURITY		Original Completion Date	Current Estimated Completion Date	Time Bound						Ongoing			Comments <i>(Required for all problem category and all ongoing objectives. Comments should list any quantifiable data available to assess the status of the objective)</i>	
				On Target			Problem			On Target	Problem			
				Completed	Not Yet Begun	In Progress	Not Yet Begun	In Progress	Barrier	Ongoing	Ongoing	Barrier		
GOAL 4:	PROVIDE INFORMATION ABOUT CRIMINAL ACTIVITY TO KEY DECISION MAKERS													
OBJ.4	Review and determine the best method for Housing Management and Facilities Management personnel to provide information about crime-related activities to the PHU by 07/00	07/00		X										Weekly PHU activity report delivered to HM and FM and E-Mail complaints forwarded to PHU. This is a PHU/Security Standard Operating Procedure.
OBJ.5	E-mail arrests at PHA developments to site managers daily by 05/00	05/00							X					Current practice and a PHU/Security Standard Operating Procedure.
GOAL 5:	CONDUCT OR COMMISSION TIMELY REPORTS/STUDIES TO ASSIST IN ASSESSING CRIME AND PERFORMANCE													
OBJ.1	Conduct security/victimization survey of residents in relation to security issues annually by 11/00	11/00		X										Information gathered and contained in the 2000 Strategic Plan
OBJ.2	Produce a weekly police/security activity report effective immediately	Weekly	Ongoing						X					Current practice and PHU/Security Standard Operating Procedure.
OBJ.3	Produce a monthly police/security activity report effective immediately	Monthly	Ongoing						X					Current practice and PHU/Security Standard Operating Procedure.
OBJ.4	Produce an annual Security Operations Report (both calendar and fiscal years) effective immediately	Annually		X										Annual Security Report FY-2004 completed and Annual Security Report Calendar Year 2004 completed
OBJ.5	Seek HUD technical assistance funds to contract with a professional security analyst to a security assessment of all developments by 09/01	09/01			X									Chad/Ad/Sun completed Other sites will be undertaken by in-house staff.
Page Totals				3	0	1	0	0	0	3	0	0	0	0

SECURITY		Original Completion Date	Current Estimated Completion Date	Time Bound						Ongoing		Comments <i>(Required for all problem category and all ongoing objectives. Comments should list any quantifiable data available to assess the status of the objective)</i>		
				On Target			Problem			On Target	Problem			
				Completed	Not Yet Begun	In Progress	Not Yet Begun	In Progress	Barrier	Ongoing	Ongoing		Barrier	Obsolete
GOAL 5:	CONDUCT OR COMMISSION TIMELY REPORTS/STUDIES TO ASSIST IN ASSESSING CRIME AND PERFORMANCE													
OBJ.6	Conduct an annual Equipment Needs Assessment annually	Annually		X										Assessment made for office equipment and submitted to the Executive Director for review.
OBJ.7	Conduct a Vehicle Needs Assessment annually	Annually		X										A Ford Explorer PHU vehicle has been ordered and was delivered 7/01.
OBJ.8	Conduct a security analysis including crime prevention through environmental design by 2002	03/02			X									DETAP Consultants conducted assessment at Chad/Ad/Sun in 2001
OBJ.9	Identify Primary and Repeat Offenders by 07/00	07/00	Ongoing	X										Current practice utilizing PHU Arrest Database information
OBJ.10	Identify and map crime locations in PHA family developments by 07/00	07/00		X										Information gathered and maps contained in the Security Plan
GOAL 6:	IMPROVE COMMUNITY RELATIONS													
OBJ.1	Sponsor Hot Dog Roast at all family developments annually beginning June 2000	Annually		X										Scheduled events for 00, 01, 02 & 03 held at all fam. devs. 2004 events scheduled for July 04 were held.
OBJ.2	Sponsor Turkey baskets for residents annually	Annually		X										Total of 50 distributed 2003
OBJ.3	Sponsor a Toy Drive for the children of the developments annually	Annually		X										200 toys distributed 2003
OBJ.4	Sponsor a law enforcement careers workshop for PHA residents by 06/01	06/01	4/03			X								Career Day held 4/03. Youths assigned to PHU for the day for job shadowing. 7/03 PPD and PHU presentation for youth in MHT held. Career Day held 4/04
Page Totals				7	0	2	0	0	0	0	0	0	0	

SECURITY		Original Completion Date	Current Estimated Completion Date	Time Bound						Ongoing			Obsolute	Resolved	Comments <i>(Required for all problem category and all ongoing objectives. Comments should list any quantifiable data available to assess the status of the objective)</i>	
				On Target			Problem			On Target	Problem					
				Completed	Not Yet Begun	In Progress	Not Yet Begun	In Progress	Barrier	Ongoing	Ongoing	Barrier				
GOAL 7:	INFORM RESIDENTS AND STAFF ON CRIME PREVENTION															
OBJ.1	Conduct two crime prevention workshops annually for site staff by 07/00	07/00	10/02			X										9/02 Child Abduction Prevention training given to Community center Staff
OBJ.2	Conduct one crime prevention workshop for administrative staff annually beginning 11/00	11/00	4/03			X										The Personal Safety and Security Manual for the PHA Employee is being updated and revised. A Powerpoint Training Presentation is in the process of being produced
OBJ.3	Conduct at least one crime prevention workshop annually at each high-rise development with PHA security personnel	Annually	See Comment Section		X											The RI DEA is planning to formalize the training required for all high-rise security officers. The PHA is taking the lead in this project and a revised manual and security training program will result. A crime prevention workshop could then be developed from this and be used universally across the state.
Page Totals				0	1	2	0	0	0	0	0	0	0	0	0	

SECURITY		Original Completion Date	Current Estimated Completion Date	Time Bound						Ongoing			Obsolete	Resolved	Comments <i>(Required for all problem category and all ongoing objectives. Comments should list any quantifiable data available to assess the status of the objective)</i>	
				On Target			Problem			On Target		Problem				
				Completed	Not Yet Begun	In Progress	Not Yet Begun	In Progress	Barrier	Ongoing	Ongoing	Barrier				
GOAL 7: INFORM RESIDENTS AND STAFF ON CRIME PREVENTION																
OBJ.4	Conduct two crime prevention workshops annually at each high-rise development with third-party Law Enforcement Agencies	Annually	Ongoing	X												Officer Sarrisin of the Police Commissioners Office has visited all PHA high-rises and conducted a crime prevention information sessions in 2000-2001 and 2002.
OBJ.5	Research, develop and produce a security brochure for distribution to all PHA residents by 07/01	07/01		X												Information circulated through PHA Resident Newsletters both for High-Rises and Family Developments. These include alerts on the most common crimes occurring in the developments.
OBJ.6	Conduct a crime prevention presentation at each Preparation for Community Living class for prospective residents	As classes occur	Ongoing							X						Current practice and PHU Standard Operating Procedure
OBJ.7	Write a security-related article for the PHA resident newsletter at least twice a year	Semi-Annually								X						Current practice (monthly)
Page Totals				2	0	0	0	0	0	2	0	0	0	0		
Section Totals				2	1	7	0	0	0	1	0	0	0	0		

LEGAL SERVICES		Original Completion Date	Current Estimated Completion Date	Time Bound						Ongoing			Obsolete	Resolved	Comments <i>(Required for all problem category and all ongoing objectives. Comments should list any quantifiable data available to assess the status of the objective)</i>	
				On Target			Problem			On Target	Problem					
				Completed	Not Yet Begun	In Progress	Not Yet Begun	In Progress	Barrier	Ongoing	Ongoing	Barrier				
GOAL 1:	ESTABLISH AND MAINTAIN SYSTEM FOR PROCUREMENT OF LEGAL SERVICES IN COMPLIANCE OF APPLICABLE LAW															
OBJ.1	Select Competent Providers of legal services in open, fair, and competitive manner biannually	Bi-Annually	Ongoing							X						Entered into new two year contracts with legal service providers effective 1/1/04 for Civil/Litigation, Employment/ Labor and Landlord/Tenant matters.
OBJ.2	Create case management strategies for outstanding matters.	Monthly	Ongoing							X						Assured compliance with court rules and procedures and reported changes in status .
GOAL 2:	ADMINISTER GRIEVANCE SYSTEM FOR FAIRLY RESOLVING CLAIMS AND DISPUTES BY TENANTS AND APPLICANTS.															
OBJ.1	Afford applicants and tenants due process of all claims and disputes with the PHA not in violation of PHA policy. (as needed)	Monthly	Ongoing							X						Facilitated 12 grievances; all 12 decided in favor of PHA.
GOAL 3:	ENSURE PHA POLICIES AND PRACTICES COMPLY WITH CURRENT LEGAL REQUIREMENTS AND APPLICABLE LAW															
OBJ.1	Assure contract compliance and avoid or minimize contract disputes	Ongoing	Ongoing							X						Reviewed and/or drafted various service contracts and provided advice and assistance to staff.
OBJ.2	Promote continuing legal education and training	Ongoing	Ongoing							X						Attended Bar Association Annual Conference and continued to review publications and recent court decisions.
OBJ.3	Assure policies and procedures comply with Federal, State, and local laws and regulations	Ongoing	Ongoing							X						Continue to review Bar Association publications and recent court decisions via Casemaker Service.
Page Totals				0	0	0	0	0	0	6	0	0	0	0	0	
Section Totals				0	0	0	0	0	0	6	0	0	0	0	0	

FINANCE & ACCOUNTING		Original Completion Date	Current Estimated Completion Date	Time Bound						Ongoing			Obsolate	Resolved	Comments	
				On Target			Problem			On Target	Problem					
				Completed	Not Yet Begun	In Progress	Not Yet Begun	In Progress	Barrier	Ongoing	Ongoing	Barrier				
GOAL 1:	IMPLEMENT GENERALLY ACCEPTED ACCOUNTING PRINCIPLES (GAAP)															
OBJ.1	Research and gather information pertaining to GAAP by October 2000	10/00	01/01	X												Documentation compiled
OBJ.2	Convert general ledger to conform to GAAP reporting by September 2000	09/00	01/02	X												Software modified, chart of accounts restructured. All reports now GAAP compliant.
OBJ.3	Implement supplies inventory system in accordance with GAAP by July 2000	07/00	01/02	X												Inventory conversion completed, system now operative.
GOAL 2:	MAXIMIZE CASH RESERVE															
OBJ.1	Minimize collection period for monthly rents (ongoing)	Monthly	Ongoing							X						
OBJ.2	Maximize alternative sources of fee and rental income on an ongoing basis	Ongoing	Ongoing							X						
OBJ.3	Review and monitor expenditures on an ongoing basis	Ongoing	Ongoing							X						
OBJ.4	Utilize Section 8 funding on a more efficient basis	Ongoing	Ongoing							X						Use of funds now restricted by HUD
GOAL 3:	ESTABLISH AND MONITOR A STRATEGIC PLAN FOR THE DEPARTMENT															
OBJ.1	Establish a departmental strategic plan by May 2000	05/00	09/02										X			Designated obsolete by the Executive Director because it's covered under the agency-wide strategic planning process.
OBJ.2	Update and Revise goals and objectives on an ongoing basis.	Ongoing	Ongoing							X						
GOAL 4:	INCREASE EXPERTISE AND EFFICIENCY ON AS400 SYSTEM.															
OBJ.1	Determine responsibilities between departments concerning information input and updates by September 2000	09/00	Ongoing							X						Meet with departments to review inter-department responsibilities with various software modules.
OBJ.2	Establish backup personnel for AS400 financial functions by September 2000	09/00	01/01	X												Staff cross trained
Page Totals					4	0	0	0	0	0	6	0	0	1	0	

FINANCE & ACCOUNTING		Original Completion Date	Current Estimated Completion Date	Time Bound						Ongoing			Comments	
				On Target			Problem			On Target		Problem		
				Completed	Not Yet Begun	In Progress	Not Yet Begun	In Progress	Barrier	Ongoing	Ongoing	Barrier		Obsolete
GOAL 5:	IMPROVE ACCOUNTING PROCEDURES FOR FIXED ASSETS													
OBJ.1	Develop and Establish fixed asset reporting on new AS400 system by Dec. 2000	12/00	04/02	X										Final report received from consultant. Procedures manual completed, system operational.
OBJ.2	Revise physical inventory procedures for developments by September 2000	09/00	04/02	X										Completed, employees trained, system operational
OBJ.3	Develop on-going plan for equipment and furniture tracking by June 2000	06/00	04/02	X										Completed, employees trained, system operational.
GOAL 6:	MERGE CERTIFICATE AND VOUCHER PROGRAMS INTO ONE VOUCHER PROGRAM													
OBJ.1	Revise HUD financial reports to reflect the gradual merger of certificate and voucher programs by September 2001	09/01	09/01	X										G/L merged successfully. All Sec.8 transactions running thru voucher program. However HUD still requires separate report of 50 units under the old certificate program. These will expire in 2003.
OBJ.2	Transfer expiring certificate holders into voucher program on an incremental basis until September 2001	09/01	09/01	X										Completed on 7/01/01 two months ahead of schedule
GOAL 7:	IMPROVE AND STREAMLINE PORTABILITY BILLING AND PAYMENT SYSTEM													
OBJ.1	Convert portability billing to AS400 system by December 2000	12/00	06/02	X										Goal unattainable due to software restrictions. Excel spreadsheet developed in-lieu of AS400 billing.
OBJ.2	Convert portability payments to AS400 system by December 2000	12/00	09/01	X										Completed June 2001, checks processed utilizing DP Solutions software. Also completed ahead of revised completion date.
OBJ.3	Apply increased administrative fee rate to portability billings by August 2000	08/00	01/01	X										July 2000 billing rate increased to \$42.50 for all recipients
OBJ.4	Improve monitoring system for past due portability receivables (ongoing)	Ongoing	Ongoing							X				
Page Totals				8	0	0	0	0	0	0	1	0	0	0

FINANCE & ACCOUNTING		Original Completion Date	Current Estimated Completion Date	Time Bound						Ongoing			Comments <i>(Required for all problem category and all ongoing objectives. Comments should list any quantifiable data available to assess the status of the objective)</i>	
				On Target			Problem			On Target	Problem			
				Completed	Not Yet Begun	In Progress	Not Yet Begun	In Progress	Barrier	Ongoing	Ongoing	Barrier		Obsolete
GOAL 8:	IMPROVE AND STREAMLINE THE PURCHASING SYSTEM AND PROCEDURES													
OBJ.1	Develop Blanket Purchase Order for Plumbing supplies by August 2000	08/00	04/01	X										List developed, vendor selected
OBJ.2	Develop Blanket Purchase Order for Electrical Supplies by October 2000	10/00	09/01	X										List developed, vendor selected
OBJ.3	Develop Blanket Purchase Order for Carpentry Supplies by December 2000	12/00	05/04	X										List developed, vendor selected
OBJ.4	Develop Blanket Purchase Order for heating supplies by February 2001	02/01	08/03	X										List developed, vendor selected
OBJ.5	Streamline procurement and distribution of Office Supplies by May 2001	05/01	07/01	X										Blanket purchase order issued to WB Mason. Ordering forms located on S drive Procedure submitted to all employees.
OBJ.6	Develop Access Database for Blanket Purchase Orders & Contracts by 1/01	01/01	07/01	X										Database complete and online
GOAL 9:	IMPROVE THE VENDOR PAYMENT PROCESS													
OBJ.1	Research the possibilities of direct deposit payments to vendors by September 2001	09/01	09/02			X								Reviewing whether cost effective to modify software for less than 100% participation (estimated cost \$15,000). Two-year time frame to recover cost if vendor and landlord participation less than 100%. Savings in manpower and postage will more than offset direct deposit charges by bank.
OBJ.2	Improve the filing system for vender invoices and payments by November 2001	11/01	07/03	X										Paperless office filing system implemented. All requisitions, invoices and payments are now electronically filed.
Page Totals				7	0	1	0	0	0	0	0	0	0	
Section Totals				19	0	1	0	0	0	7	0	0	1	0

HOUSING MANAGEMENT		Original Completion Date	Current Estimated Completion Date	Time Bound						Ongoing		Obsolete	Resolved	Comments <i>(Required for all problem category and all ongoing objectives. Comments should list any quantifiable data available to assess the status of the objective)</i>	
				On Target		Problem				On Target	Problem				
				Completed	Not Yet Begun	In Progress	Not Yet Begun	In Progress	Barrier	Ongoing	Ongoing				Barrier
GOAL 1:	DETERMINE THE FEASIBILITY OF MAINTAINING AN "OPEN" WAITING LIST														
OBJ.1	Examine and determine the mechanics and feasibility of keeping the waiting list constantly open through a pre-application process by 06/00.	06/00	08/00	X											We currently have a steady flow of pre-applications. The Pre-application waiting list opened October 18, 2000. As of 6/30/04 there are 3,565 families on the pre-application waiting list.
GOAL 2:	ENSURE THAT ALL APPLICANTS TO PUBLIC HOUSING ARE PROPERLY SCREENED FOR QUALIFICATIONS AND ACCEPTABILITY														
OBJ.1	Conduct a criminal background check on all applicants to public housing prior to office appointment	Ongoing	Ongoing								X				BCI checks are done on every applicant 18 years of age and older as the first step in the screening process. They are updated yearly for those applicants that remain on the list over one year. As of 6/30/04, over 1783 BCI checks were conducted.
OBJ.2	Conduct a "home visit" of each prospective resident to family public housing	Ongoing	Ongoing								X				Home visits are conducted within six months of being offered a unit for every applicant applying for family housing. 346 home visits were conducted as of 6/30/04.
OBJ.3	Examine the feasibility and/or need of conducting home visits for prospective residents of Elderly/disabled and elderly-only housing developments by September 2000	09/00	12/01	X											Data collected, compiled and sent to Director of Housing Management and Executive Director in January 02. It is recommended not to begin mandatory home visits inspections for Elderly/disabled applicants.
OBJ.4	Conduct at least two landlord references for every prospective resident to public housing	Ongoing	Ongoing								X				Landlord references are sent to all past and current landlords within a five-year time frame. As of 6/30/04, 67 applicants were denied due to poor rental references.
Page Totals				2	0	0	0	0	0	0	3	0	0	0	

HOUSING MANAGEMENT		Original Completion Date	Current Estimated Completion Date	Time Bound						Ongoing			Obsolate	Resolved	Comments <i>(Required for all problem category and all ongoing objectives. Comments should list any quantifiable data available to assess the status of the objective)</i>	
				On Target			Problem			On Target	Problem					
				Completed	Not Yet Begun	In Progress	Not Yet Begun	In Progress	Barrier	Ongoing	Ongoing	Barrier				
GOAL 3:	ENSURE THAT EACH APPLICANT THAT IS DENIED ADMISSION TO PUBLIC HOUSING FOR CAUSE HAS AN OPPORTUNITY TO APPEAL THE DECISION															
OBJ.1	Conduct "informal" conferences for applicants that are denied admission within 30 days of request for a hearing	Ongoing	Ongoing								X					Informal conferences are held monthly. 115 informal conferences were held during FY04. 9 of these were over turned in the applicant's favor.
OBJ.2	Conduct a "formal" hearing for each applicant denied admission after the informal conference within 30 days of denial	Ongoing	Ongoing								X					The grievance secretary schedules formal grievances hearings. 11 hearings were held as of 6/30/04.
OBJ.3	Attend and present reasons for denying applicants admission at each formal hearing	Ongoing	Ongoing								X					Evidence and supporting documents for denial are compiled and presented at each hearing. 10 of the 11 grievance hearings were upheld in the PHA's favor.
OBJ.4	Create a database of persons denied admission due to non-economic reasons by July 2000	07/00	07/00	X												We currently track denials monthly by reason.
GOAL 4:	PROVIDE IMPROVED CUSTOMER SERVICE BY MAINTAINING NON-TRADITIONAL HOURS FOR THE RESIDENT SELECTION OFFICE															
OBJ.1	Research and determine if non-traditional hours should be scheduled to better serve the families on the public housing waiting list by June 2000	06/00	08/00	X												We began offering non-traditional hours in May 2000. Currently Resident Selection is open two nights per month. 338 applicants were offered night appointments during the past 6 months. 46% kept their appointment. There has not been any walk-in traffic during these extended hours.
OBJ.2	Conduct an outreach campaign to inform applicants of appointments during non-traditional hours.	05/00	05/00	X												Appointments are offered to applicants to accommodate their schedules. Flyers are posted in the lobby.
Page Totals				3	0	0	0	0	0	0	3	0	0	0	0	

HOUSING MANAGEMENT		Original Completion Date	Current Estimated Completion Date	Time Bound						Ongoing			Obsolete	Resolved	Comments <i>(Required for all problem category and all ongoing objectives. Comments should list any quantifiable data available to assess the status of the objective)</i>	
				On Target			Problem			On Target	Problem					
				Completed	Not Yet Begun	In Progress	Not Yet Begun	In Progress	Barrier	Ongoing	Ongoing	Barrier				
GOAL 5:	MAINTAIN HUD BUDGET-APPROVED OCCUPANCY LEVELS															
OBJ.1	Maintain an adjusted occupancy level of at least 97% each month	Ongoing	Ongoing								X					The average occupancy level for the past 6 months is 98.5% units occupied after adjustments. Housing Management has had a .8% occupancy increase over the last reporting period.
OBJ.2	Maintain a two-to-one applicant folder-to-unit ratio for each vacancy at each development by July 2000	Ongoing	Ongoing								X					We continue to work on increasing the folder to vacant unit ratio. On site management color codes vacancies by need to ensure that every available unit has a ready to lease folder.
OBJ.3	Review and evaluate the impact of the PHA's Transfer Policy on turnover rates by December 2000	12/00	6/01	X												The Executive Director has reviewed the transfer policy. We continue to move transfers at a slow rate.
GOAL 6:	MARKET PHA PROPERTIES TO THE ELIGIBLE PUBLIC															
OBJ.1	Review and update the Marketing Plan semi-annually (April/October)	Semi-Annually	Jan./Jul.								X					The plan was reviewed in April. Advertisements have been scheduled to begin running in July 2004 through June 2005.
OBJ.2	Attend third-party functions to market PHA properties at least once per quarter.	Quarterly	Ongoing								X					In May, we participated in the Spring Senior Expo. We continue to have difficulty identifying an event during the winter months.
OBJ.3	Update marketing contact list semi-annually (January/July)	Semi-Annually	Jan./Jul.								X					This item is completed and on schedule.
OBJ.4	Prepare and distribute a promotional brochure at least once per year and distribute according to the Marketing Plan	Annually	11/04								X					In October 2003, we mailed informational/promotional packets to local social service providers. We will be doing another distribution in the Fall (2004).
Page Total				1	0	0	0	0	0	0	6	0	0	0	0	

HOUSING MANAGEMENT		Original Completion Date	Current Estimated Completion Date	Time Bound						Ongoing			Obsolete	Resolved	Comments
				On Target			Problem			On Target	Problem				
				Completed	Not Yet Begun	In Progress	Not Yet Begun	In Progress	Barrier	Ongoing	Ongoing	Barrier			
GOAL 7:	ACHIEVE ESTABLISHED COLLECTION OBJECTIVES FOR ALL RESIDENT CHARGES														
OBJ.1	Collect at least 92% of resident charged rent each month at each family developments	Monthly	Ongoing								X				Over the past 6 months Housing Management's average family development collections is 94.6%. This is an increase of 1.9 % over the previous 6 months.
OBJ.2	Collect at least 94% of resident charged rent each month at each elderly/disabled and development	Monthly	Ongoing								X				In our elderly developments over the past 6 months an average of 96.5% collections has been achieved. This is .4% below the previous 6 months collection rate.
OBJ.3	Achieve an overall resident-charged rent collection rate of 93% per month for all developments	Monthly	Ongoing								X				Our total collections for family and elderly developments over the past 6 months are 95.1% collected, a 1.4 % increase over the previous 6 months.
OBJ.4	Achieve or exceed the <i>Public Housing Assessment System</i> cumulative receivable rate each year	Annually	Ongoing										X		PHAS no longer requires this certification.
OBJ.5	Appoint department team to identify obstacles to achieving high levels of rent collection by July 2000	7/00	12/01	X											Changes have been made. Collections have improved. Management will continue to look for ways for improvement.
OBJ.6	Explore the feasibility of installing Electronic Benefit Transfer (EBT) terminals at each development to assist residents in paying their rent by August 2000	8/00	12/01	X											A new rent collection system has been implemented, with savings to the PHA. New Mailers are being used and tenants are encouraged to come into their management office to make payments.
GOAL 8:	CONDUCT INSPECTIONS OF ALL PHA PROPERTY ANNUALLY														
-OBJ.1	Conduct a Housing Quality Inspection of each unit annually	Annually	Obsolete										X		PHA policy has changed. Facilities Management is now responsible to schedule and conduct HQS inspections.
OBJ.2	Prepare a unit inspection schedule for each unit at each development by July of each year	Annually	Obsolete										X		Facilities Management is doing HQS Inspections, which are now called UPSCS.
Page Total				2	0	0	0	0	0	0	3	0	0	3	0

HOUSING MANAGEMENT		Original Completion Date	Current Estimated Completion Date	Time Bound						Ongoing			Obsolute	Resolved	Comments <i>(Required for all problem category and all ongoing objectives. Comments should list any quantifiable data available to assess the status of the objective)</i>	
				On Target			Problem			On Target	Problem					
				Completed	Not Yet Begun	In Progress	Not Yet Begun	In Progress	Barrier	Ongoing	Ongoing	Barrier				
GOAL 9:	ENSURE HIGH LEVELS OF CUSTOMER SERVICE AT ALL DEVELOPMENTS															
OBJ.1	Revise Resident Complaint Forms by 07/00	07/00	4/02	X												A new resident complaint form has been completed.
OBJ.2	Develop an Access database at each development to track customer complaints by 7/00	07/00	12/02								X					The Executive Director did approve a new complaint policy. Complaints are being tracked manually
OBJ.3	Respond to customer complaints within 48 hours of receipt of the complaint	Ongoing	Ongoing								X					Responding to complaints are tracked at each development.
OBJ.4	Conduct resident-management meetings each month at each development	Monthly	Ongoing								X					In most of our developments meetings have been held every month.
OBJ.5	Prepare resident-management meeting minutes and forward to the Executive Director for review within three days of meeting	Monthly	Ongoing								X					Some management offices continue to not meet the 3-day submission requirement. Managers are forwarding the meeting minutes to the Executive Director for review.
GOAL10:	SHARE INFORMATION AND COMMON CONCERNS															
OBJ.1	Conduct a staff meeting with key Housing Management Department personnel bi-monthly	Bi-Monthly	Ongoing								X					Meetings with managers are being held the day after the Executive Director holds his Staff Meetings.
OBJ.2	Prepare minutes of staff meeting and forward to Executive Director for review within three days of meeting	Bi-Monthly	Ongoing								X					Currently Manager's Meeting minutes are prepared and forwarded as soon as possible to the Executive Director.
GOAL11:	DETECT RESIDENT FRAUD THAT AFFECTS RENTAL INCOME															
OBJ.1	Determine the need to hire a fraud investigator by July 2000	07/00	07/00	X												Investigator has been hired.
OBJ.2	Cross-reference HUD-provided data with resident data monthly	Monthly	Ongoing								X					Resident data is cross-referenced in the PHAS, MTCS and PIC systems.
Page Totals				2	0	0	0	0	0	0	7	0	0	0	0	

HOUSING MANAGEMENT		Original Completion Date	Current Estimated Completion Date	Time Bound						Ongoing			Obsolute	Resolved	Comments <i>(Required for all problem category and all ongoing objectives. Comments should list any quantifiable data available to assess the status of the objective)</i>	
				On Target			Problem			On Target	Problem					
				Completed	Not Yet Begun	In Progress	Not Yet Begun	In Progress	Barrier	Ongoing	Ongoing	Barrier				
GOAL12:	IMPROVE ADMINISTRATIVE FUNCTION FOR THE DEPARTMENT															
OBJ.1	Update Administrative Plan semi-annually (July/January)	Semi-Annually	Ongoing								X					Policies are constantly changing and updates are done in the Administrative Plan
OBJ.2	Research the legality and practicality of maintaining electronic resident files by July 2001	07/01	09/01	X												Resident files are maintained on our AS400 System. Individual Resident Family files (hard copy) are maintained as well.
GOAL13:	CREATE A MONITORING AND QUALITY CONTROL PROCESS FOR THE DEPARTMENT															
OBJ.1	Revise existing "spot-check" audit of developments by July 2000	07/00	07/00	X												The form has been revised, and is currently being used for "spot-checks".
OBJ.2	Create a comprehensive auditing procedure manual by December 2000	12/00	8/02	X												The Executive Director has approved the Comprehensive Audit Procedure.
OBJ.3	Conduct "spot-check" audits at each development twice annually	Semi Annually	Ongoing								X					Spot Audits have not been conducted. The Director of Housing Management has worked with staff on RIM Audits and other management issues. The schedule must be up-dated. Staffing problems have caused delays.
OBJ.4	Conduct one comprehensive audit at each development annually commencing January 2001	Annually	11/02								X					The Director of Housing Management did not complete our 2004 Comprehensive Audit Schedule. Several Audits were completed. Staffing problems have caused delays.
GOAL14:	ENSURE ADEQUATE ORGANIZATIONAL DEVELOPMENT FOR STAFF															
OBJ.1	Ensure that all senior and mid-management housing management staff are Public Housing Manager certified by an accredited professional organization within 12 months of assuming management role	As needed	Ongoing	X												All senior Housing Management staff members have attended PHM.
OBJ.2	Conduct an in-house training session for all management staff that solely relates to the department's functions at least semi-annually	Semi-Annually	Ongoing							X						In-house training is conducted covering federal regulation changes and general/housing management issues at Manager's Meetings.
Page Totals				4	0	0	0	0	0	0	2	2	0	0	0	

HOUSING MANAGEMENT		Original Completion Date	Current Estimated Completion Date	Time Bound						Ongoing			Obsolute	Resolved	Comments <i>(Required for all problem category and all ongoing objectives. Comments should list any quantifiable data available to assess the status of the objective)</i>	
				On Target			Problem			On Target	Problem					
				Completed	Not Yet Begun	In Progress	Not Yet Begun	In Progress	Barrier	Ongoing	Ongoing	Barrier				
GOAL15:	EXAMINE AND REVISE, WHEN APPROPRIATE, POLICIES CONCERNING THE DEPARTMENT'S VARIOUS RESPONSIBILITIES AND ADVISE/RECOMMEND TO EXECUTIVE DIRECTOR FOR CONSIDERATION/ACTION(AT LEAST SEMI-ANNUALLY)															
OBJ.1	Review and improve the PHA's pet policy by July 2000	07/00	7/01	X												Recommendations completed and forwarded to the Executive Director October 25, 2000
OBJ.2	Research income exclusion policies implemented at other housing authorities for impact and applicability at the PHA by December 2000	12/00	12/01	X												We are in compliance with federally mandated income exclusions. We have reviewed optional income exclusions and none have been authorized at this time.
GOAL16:	ENSURE THE HEALTH AND SAFETY OF STAFF AND RESIDENTS															
OBJ.1	Determine improved method of communication (two-way voice) for office personnel conducting inspections at their developments by September 2000	09/00	09/01											X		Management is no longer responsible to complete HQS inspections, which was a large quantity of management inspections. Staff does carry a two-way radio on inspections
OBJ.2	Working with the PHA's Safety Liaison and safety Committee, review and recommend methods to improve site office security by April 2001	04/01	4/02	X												The committee made recommendations to improve office safety.
GOAL17:	CREATE NEW METHODS OF TRACKING DAILY UNIT STATUS															
OBJ.1	Install "Unit Status Boards" at each management office by July 2001	07/01	08/01	X												Management has determined "Status Boards" would be a duplication of work. The AS400 system has unit status. Managers complete a bi-monthly unit status report.
GOAL18:	PREPARE DEPARTMENT FOR LOSS OF PERSONNEL THROUGH RETIREMENTS															
OBJ.1	Examine existing staff allocations to determine future organizational structure of the department by July 2000	07/00	10/01	X												The Executive Director and Director of Housing Management have completed this task.
Page Totals				5	0	0	0	0	0	0	0	0	0	1	0	

HOUSING MANAGEMENT		Original Completion Date	Current Estimated Completion Date	Time Bound						Ongoing			Obsolete	Resolved	Comments	
				On Target			Problem			On Target	Problem					
				Completed	Not Yet Begun	In Progress	Not Yet Begun	In Progress	Barrier	Ongoing	Ongoing	Barrier				
GOAL19:	PROMOTE THE "SELF-MANAGEMENT" OF SCATTERED-SITE UNITS BY RESIDENTS															
OBJ.1	Create a "self-help" guide for scattered site residents by July 2001	07/01	07/03			X										A change in management has delayed the creation of an Orientation/Tenant Handbook package for Scattered Site residents.
OBJ.2	Create and produce "How to be a Good Neighbor" brochure for distribution to scattered-site families by December 2000	12/00	07/03			X										This objective will be combined with objective 1, which will include "How to be a Good Neighbor".
GOAL20:	IMPROVE OVERSIGHT MANAGEMENT OF SCATTERED-SITE DEVELOPMENTS															
OBJ.1	Conduct outreach to scattered-site non-public housing neighbors annually	Annually	7/02							X						The Scattered Site Manager does outreach to Scattered Site neighbors monthly. He meets with them and they share information. The PHA Planning Department does a formal Needs Assessment every 3 years.
OBJ.2	Create a "windshield" inspection checklist for scattered site developments by July 2000	07/00	07/01	X												Manager completed checklist on 03/15/01, and is currently using it to inspect the Scattered Sites development.
OBJ.3	Create and distribute a scattered-site newsletter for distribution semi-annually	Semi-Annually	Jan./Jul.				X									The Scattered Site Manager has not developed a newsletter; other priorities continue to delay this process.
Page Totals				1	0	2	1	0	0	1	0	0	0	0		
Section Totals				20	0	2	1	0	0	25	2	0	4	0		

LEASED HOUSING		Original Completion Date	Current Estimated Completion Date	Time Bound						Ongoing			Obsolete	Resolved	Comments	
				On Target			Problem			On Target	Problem					
				Completed	Not Yet Begun	In Progress	Not Yet Begun	In Progress	Barrier	Ongoing	Ongoing	Barrier				
GOAL1:	REVIEW ALL PLANS AND MANUALS															
OBJ.1	Review and update administrative plans annually (January).	Annually		X												Update for 2004 on hold until final notice is received concerning the Flexible Voucher Program.
GOAL2:	REVIEW EXISTING STAFFING PLAN TO DETERMINE IF ADDITIONAL STAFF OR A STAFF REORGANIZATION IS NECESSARY.															
OBJ.1	Review existing staff plan to determine if additional staff is required to accomplish the department's responsibilities by November 2000	11/00		X												Full time inspector hired 1/01 Interviewer hired 6/03, Program Rep hired 10/03, Admin/Tech Mgr. hired 12/03
OBJ.2	Review existing job responsibilities and workflow to determine if a re-organization is necessary for the department to accomplish its responsibilities by December 2000	12/00		X												Revised Transfer process 11/01 Reviewed again February 2003 resulting in the new positions listed above.
GOAL3:	MAINTAIN A HIGH ADJUSTED LEASE RATE TO MAXIMIZE PROGRAM IMPACT AND TO EARN MAXIMUM ADMINISTRATIVE FEES															
OBJ.1	Maintain a lease rate of 97% or higher each month	MONTHLY	Ongoing								X					Data reported in MMR-currently 96% due to new funding regulations.
OBJ.2	Track the number of days needed to locate a unit quarterly	ONGOING	Ongoing								X					74 days as of 06/2/30/04
OBJ.3	Prepare direct marketing campaign to property owners by 03/01.	03/01	10/02	X												Landlord handbook has been updated and distributed. Several notices have been sent to all owners concerning changes such as direct deposit and lead laws.
GOAL4:	PROVIDE TIMELY COMPLETION OF ANNUAL RECERTIFICATIONS															
OBJ.1	Initiate 100% of re-certifications 120 days prior to lease expiration and complete process no later than 30 days prior to lease expiration	ONGOING	Ongoing								X					Report run monthly
OBJ.2	Revise procedures to conduct the re-certifications and transfer to the Housing Choice Voucher Program by October 2000.	10/00		X												As of 9/30/01 all families have been converted to the new program.
GOAL5:	PROVIDE TIMELY RE-INSPECTIONS OF RENTAL PROPERTIES.															
OBJ.1	Perform Housing Quality Standards (HQS) Inspection within 20 days of request	ONGOING	Ongoing								X					In compliance. Recorded in AS400
OBJ.2	Conduct landlord request for re-inspections within 3 days of request.	ONGOING	Ongoing								X					In compliance. Recorded in AS400
OBJ.3	Establish Computerized system for re-inspections/tracking by September 2001	09/01	11/02	X												Handhelds on line as of January 2004.
Page Totals				6	0	0	0	0	0	0	5	0	0	0	0	

LEASED HOUSING		Original Completion Date	Current Estimated Completion Date	Time Bound						Ongoing			Comments	
				On Target			Problem			On Target	Problem			
				Completed	Not Yet Begun	In Progress	Not Yet Begun	In Progress	Barrier	Ongoing	Ongoing	Barrier		Obsolete
GOAL6:	ESTABLISH QUALITY CONTROL PROCEDURES TO MONITOR LEASING, RECERTIFICATIONS, AND (RE) INSPECTIONS													
OBJ.1	Review 10% monthly of all leasing, and re-certifications, and 5% of inspections to ensure satisfactory compliance with administrative procedures.	ONGOING	Ongoing								X			Log completed-6/30/04.
GOAL7:	MAXIMIZE INCOME TO THE PHA THROUGH ACCEPTABLE ADMINISTRATIVE PROCEDURES													
OBJ.1	Submit a report to HUD seeking fees for "Hard-to-House" families annually.	Annually		X										279 names submitted in July 2004 earning \$20,925 in additional fees.
GOAL8:	LESSEN THE ADMINISTRATIVE BURDEN DUE TO PORTABILITY													
OBJ.1	Identify any participants that can be swapped/absorbed (to alleviate billing) with other housing authorities quarterly	QUARTERLY	Ongoing								X			Files reviewed 06/04
GOAL9:	STREAMLINE ADMINISTRATIVE PROCEDURE FOR "SPECIAL" SECTION 8 PROGRAMS													
OBJ.1	Review existing procedures in order to streamline "special" Section 8 programs such as the Project-based by May 2001.	05/01	11/01	X										All data has been input and the process for the development
GOAL10:	REDUCE THE HIGH MOBILITY RATES OF SECTION 8 RESIDENTS.													
OBJ.1	Track the location of all Section 8 recipients in the city of Providence monthly	MONTHLY	Ongoing								X			Data reported in MMR by census tract & neighborhood
OBJ.2	Determine mobility patterns of Section 8 recipients	ONGOING	Ongoing								X			Forwarded weekly
GOAL11:	MEASURE THE IMPACT OF THE SECTION 8 PROGRAM ON THE CITY'S HOUSING MARKET													
OBJ.1	Conduct an economic and rental impact analysis of the Section 8 Program by July 2002.	07/02	2/03			X								Assistance needed from OPP.
GOAL12:	ASSURE THAT ALL CONTRACTED RENTS MEET RENT REASONABLE STANDARD.													
OBJ.1	Conduct an annual rental survey of non-assisted rental units in the city of Providence	ANNUALLY		X										Due to market conditions, the survey is conducted quarterly by OPP (04/01/04)
OBJ.2	Ensure that rent reasonableness standard is utilized for all leasings	ONGOING	Ongoing								X			100% checked when signing lease
GOAL13:	DETERMINE REASONS FOR SELECTING TYPE OF NEIGHBORHOOD AND HOME OF SECTION 8 RECIPIENTS													
OBJ.1	Conduct a longitudinal study of Section 8 locational choices by December 2002.	ANNUALLY									X			Surveys are distributed. Data is tracked on software. Occasional reports issued (last report 12/02).
Page Totals				3	0	1	0	0	0	0	6	0	0	0

LEASED HOUSING		Original Completion Date	Current Estimated Completion Date	Time Bound						Ongoing			Comments <i>(Required for all problem category and all ongoing objectives. Comments should list any quantifiable data available to assess the status of the objective)</i>	
				On Target			Problem			On Target	Problem			<input type="checkbox"/> Obsolete <input type="checkbox"/> Resolved
				Completed	Not Yet Begun	In Progress	Not Yet Begun	In Progress	Barrier	Ongoing	Ongoing	Barrier		
GOAL14:	PREVENT OR MINIMIZE FRAUD IN THE SECTION 8 PROGRAM													
OBJ.1	Hire a new fraud investigator by July 1, 2000.	07/00		X									Position filled July 2000	
OBJ.2	Establish a policy to collect money owed due to fraud for those who have been terminated from the program by February 2001.	02/01	9/01	X									Memo written 8/01	
OBJ.3	Conduct a review as to the feasibility of establishing a fraud hotline number by September 2001.	09/01	12/01	X									Review conducted and memo written 11/01.	
GOAL15:	DEVELOP AN EDUCATIONAL PROGRAM FOR PROPERTY OWNERS AND RENTAL AGENTS													
OBJ.1	Create a newsletter for landlords concerning regulation changes and common problems by October 2000.	10/00	1/03	X									Owner handbook completed and distributed.	
OBJ.2	Conduct a review of landlord interest in quarterly orientation sessions by January 2001.	01/01	1/03	X									Included in mailing of owner survey. Interest was low.	
OBJ.3	Design and conduct an informational program for landlords, including speakers on housing law, lead policies, and available funding by September 2001	09/01	3/03			X							Pending HUD's decision to implement Flexible Voucher Program.	
GOAL16:	DEVELOP CRITERIA FOR BARRING PARTICIPATION OF PROPERTY OWNERS THAT FAIL TO COMPLY WITH SECTION 8 REGULATIONS/RULES/POLICY													
OBJ.1	Review regulations and problematic practices by February 2001.	02/01		X									Listed in the Owner's Handbook	
OBJ.2	Notify property owners of committee's findings by March 2001.	03/01	10/01	X									Findings are listed in Owner's Handbook	
GOAL17:	DEVELOP DEPARTMENTAL POLICIES CONCERNING LEAD POISONING													
OBJ.1	Review and develop a policy concerning the criteria for no longer tracking a child with an elevated blood level (EBL) by April 2001.	04/01	1/02	X									Memo written 12/01.	
OBJ.2	Review who (landlord or PHA) should pay for the annual renewal of the lead safe certificate by September 2001.	09/01	1/02	X									Memo written 12/01	
Page Totals				9	0	0	1	0	0	0	0	0	0	

LEASED HOUSING		Original Completion Date	Current Estimated Completion Date	Time Bound						Ongoing			Obsolate	Resolved	Comments <i>(Required for all problem category and all ongoing objectives. Comments should list any quantifiable data available to assess the status of the objective)</i>	
				On Target			Problem			On Target		Problem				
				Completed	Not Yet Begun	In Progress	Not Yet Begun	In Progress	Barrier	Ongoing	Ongoing	Barrier				
GOAL18:	DEVELOP A DECONCENTRATION PROGRAM POLICY															
OBJ.1	Review new regulations concerning de-concentration and develop a local policy by 06/00.	06/00	01/02	X												Policy written and included in Admin. Plan July 2000.
GOAL19:	DEVELOP AN INNOVATIVE METHOD TO REOPEN THE WAITING LIST															
OBJ.1	Determine a method to reopen waiting list without requiring long lines and special events by March 2003	03/03			X											Since 1,700 families remain on the pre-application/application list, there is no need to reopen the list in the next year or two.
Page Totals				1	1	0	0	0	0	0	0	0	0	0		
Section Totals				1	1	1	1	0	0	1	0	0	0	0		

DEPARTMENT OF RESIDENT SERVICES		Original Completion Date	Current Estimated Completion Date	Time Bound						Ongoing			<input type="checkbox"/> Obsolete <input type="checkbox"/> Resolved	Comments <i>(Required for all problem category and all ongoing objectives. Comments should list any quantifiable data available to assess the status of the objective)</i>	
				On Target		Problem			On Target	Problem					
				Completed	Not Yet Begun	In Progress	Not Yet Begun	In Progress	Barrier	Ongoing	Ongoing	Barrier			
GOAL 1:	ENSURE A CUSTOMER FOCUS AND FISCAL RESPONSIBILITY IN PROGRAM ADMINISTRATION														
OBJ.1	Design and administer customer satisfaction survey to 80% of participants in each programmatic element annually.	Annually									X				2004 surveying complete
OBJ.2	Identify and secure funding sufficient to meet specific program goals and objectives annually.	Annually											X		Outcomes in the Youth Program have been adjusted to reflect 50%+ funding reduction. Program is now on operating budget. Some state funds have been secured to offset operations expenses
OBJ.3	Maintain monthly draw down of funds and timely submittal of all required program and fiscal reports.	Ongoing Monthly								X					In compliance with all active contracts
GOAL 2:	BUILD AND MAINTAIN SEAMLESS NETWORK OF RESIDENT SERVICES THROUGH INTER-DIVISION COORDINATION														
OBJ.1	Establish schedule of monthly inter-division team meetings to address and track individual client issues that cross division lines.	Ongoing Monthly		X											At recommendation of involved staff, have moved to six meetings per year. 2003 schedule distributed. Minutes are reviewed at director/management level for required approvals of field staff level initiatives
OBJ.2	Establish a schedule of inter-division cross training activities for division staff to be conducted quarterly.	Ongoing Quarterly		X											Initial cross training cycle completed in December. Year two schedule developed by Associate Director.
OBJ.3	Research and develop plan to assess computer system requirements necessary to facilitate gathering of data for program measures by January 2002.	January 2002		X											Division level data bases have been developed
GOAL 3:	ENSURE CONTINUED PROFESSIONAL DEVELOPMENT OF DEPARTMENTAL STAFF														
OBJ.1	Develop and implement plan to provide specific skills training needed for division staff by June 2002.	June 2002								X					Training program is ongoing. Staff in all divisions received program content training. Director/Assoc Dir/Mgrs received administrative training
OBJ.2	Develop and implement training schedule for division staff to meet required level of computer skills competence.	Ongoing Quarterly								X					All front line staff are working towards meeting CBT standards for positions
Page Totals				3						4		1			

DEPARTMENT OF RESIDENT SERVICES		Original Completion Date	Current Estimated Completion Date	Time Bound						Ongoing			<input type="checkbox"/> Obsolete <input type="checkbox"/> Resolved	Comments <i>(Required for all problem category and all ongoing objectives. Comments should list any quantifiable data available to assess the status of the objective)</i>	
				On Target		Problem				On Target	Problem				
				Completed	Not Yet Begun	In Progress	Not Yet Begun	In Progress	Barrier	Ongoing	Ongoing	Barrier			
GOAL 4:	ALLEVIATE BARRIERS TO RESIDENT ACCESS OF DEPARTMENT PROGRAMS AND SERVICES														
OBJ.1	Develop a department transportation plan by June 2002	June 2002		X											Current utilization protocols are clear. Need to consider how/if vehicles will be replaced
OBJ.2	Develop a department plan to address renovation, repair and/or replacement of existing facilities as well as the addition of new facilities by June 2002.	June 2002											X		Some objectives identified are advancing elsewhere in the agency and may not belong in the Resident Services Goals Management Plan – specifically the development of new social service program space and organization of tenant associations.
OBJ.3	Develop departmental plan to provide full-day, on-site childcare services at one family development for residents returning to school and/or work by September 2002.	September 2002											X		Attempted to integrate w/ new HP facility, but is not being included for cost reasons. Existing community centers don't have available DCYF approvable space
GOAL 5:	CREATE AN ENVIRONMENT CONDUCTIVE TO EFFECTIVE SELF-SUFFICIENCY PROGRAM ADMINISTRATION BY ADDRESSING PARTICIPANT SAFETY AND SOCIAL SERVICE SUPPORT NEEDS														
OBJ.1	Create case management strategies for FSS clients with low level, persistent substance abuse issues. Assessment and/or action plans in FSS contracts by April 2002	June 2002								X					Part of interdivision training program – Supportive Services and Education and Training
OBJ.2	Establish effective communication system with Providence Police and follow up protocols specific to domestic violence by September 2002.	September 2002		X											Training complete; however, staff turnover may necessitate a 2nd session with police. Also, FSS and Adult Ed staff have been trained by Sojourner House
OBJ.3	Establish program to assist FSS participants to deal with problem children by September 2002	September 2002		X											We are receiving onsite services from the Parent Support Network and have instituted a summer program for teens at Academy
GOAL 6:	ADMINISTER PROGRAMS LEADING TO PERMANENT ECONOMIC GAINS AND QUALITY OF LIFE IMPROVEMENTS FOR RESIDENTS WHO ENTER TO PROGRAMS UNEMPLOYED														
OBJ.1	Serve a minimum of 150 unemployed adults per year in FSS, education and training work experience programs.	Ongoing								X					Exceeded for FY ending 06/04
OBJ.2	Ensure that all ABE/GED/ESL students in 20-hour programs who attend at least 75% meet performance standards adopted by RIDE.	Ongoing								X					Have moved to RIDE-recommended CASAS pre and post testing
OBJ.3	Ensure that 100% of all enrolled participants have written "work readiness" skills development plan and a personal goal plan.	Ongoing								X					Resumed following organizational changes in the Division
Page Totals				3						4		1	1		

DEPARTMENT OF RESIDENT SERVICES		Original Completion Date	Current Estimated Completion Date	Time Bound						Ongoing			Obsolete	Resolved	Comments <i>(Required for all problem category and all ongoing objectives. Comments should list any quantifiable data available to assess the status of the objective)</i>	
				On Target			Problem			On Target	Problem					
				Completed	Not Yet Begun	In Progress	Not Yet Begun	In Progress	Barrier	Ongoing	Ongoing	Barrier				
GOAL 6:	ADMINISTER PROGRAMS LEADING TO PERMANENT ECONOMIC GAINS AND QUALITY OF LIFE IMPROVEMENTS FOR RESIDENTS WHO ENTER TO PROGRAMS UNEMPLOYED															
OBJ.4	Ensure that all FSS participant case records reflect quarterly case management meetings, updated contracts and accurate escrow calculations annually.	Annual									X					All case managers update case management notes at least quarterly and in some cases monthly or even weekly.
OBJ.5	Ensure that program entry assessments & ongoing educational & case management support address identified special needs of adult learners.	Ongoing									X					Case managers refer as indicated
GOAL 7:	ADMINISTER PROGRAMS LEADING TO PERMANENT ECONOMIC GAINS AND QUALITY OF LIFE IMPROVEMENTS FOR RESIDENTS WHO ENTER TO PROGRAMS EMPLOYED															
OBJ. 1	Complete program entry assessments of 100% participants to measure/document basic skills and resource needs annually.	Annual									X					FY 2003 numbers being compiled
OBJ. 2	Serve a minimum of 75 under employed residents per year	Annual									X					Over 150 fy ending 06/04
OBJ. 3	Increase department/staff capacity for quality referrals by developing and maintaining an up to date community resource “consumer guide” by June 2002	April 2003												X		Director determined that producing a single guide is not the best use of staff time. Extensive materials are available at Academy
OBJ. 4	Establish scattered site based tenant association, enhanced orientation program and mentoring program by June 2002.	June 2002												X		Some obj. identified are advancing elsewhere in the agency and may not be belong in the RS GM Plan – specifically the development of new social service program space and org of RAs.
OBJ 5.	Ensure that all FSS participant case records reflect quarterly case management meetings, updated contracts and accurate escrow account calculations annually.	Annual									X					Division manager reviews quarterly caseload reports from FSS staff. Contact level is on target. Escrow calculations are verified prior to release of payments.
OBJ. 6	Ensure that program entry assessments and ongoing educational and case management support address identified special needs of adult learners.	Ongoing									X					Referrals are made to appropriate agencies when needed. Interdivision training meetings will enhance ability to better serve this population by providing more options for appropriate services
Page Totals											6			2		

DEPARTMENT OF RESIDENT SERVICES		Original Completion Date	Current Estimated Completion Date	Time Bound						Ongoing			Comments <i>(Required for all problem category and all ongoing objectives. Comments should list any quantifiable data available to assess the status of the objective)</i>	
				On Target			Problem			On Target		Problem		
				Completed	Not Yet Begun	In Progress	Not Yet Begun	In Progress	Barrier	Ongoing	Ongoing	Barrier		Obsolete
GOALS 8:	ADMINISTER USDOL WELFARE TO WORK PROGRAM IN ACCORDANCE WITH CONTRACT BENCHMARKS													
OBJ.1	Outreach to 345 public housing and Section 8 residents by June 2002	Jan. 2002		X										Contract is complete. Achieved over 100% of deliverable; outreached to over 800 individuals via direct mail
OBJ.2	Incorporate WtW program into FIP plans of 175 residents by 2002	June 2002		X										Enrolled 215 by close of contract
OBJ.3	Provide and monitor work activity for 100 participants through 2002	June 2002		X										Provided work activity for 65 in first year (of three) of contract; funder modified program design to deemphasize unpaid work experience. Provided work activity to another 28 before contract ended
OBJ. 4	Provide small group/tutorial ESL services to WtW participants by 6/02	June 2002		X										Provided educational services to 103 participants
GOAL 9:	MAINTAIN AN EFFECTIVE YOUTH PROGRAM THAT SERVES PUBLIC HOUSING YOUTH AT FOUR COMMUNITY CENTERS													
OBJ.1	Register twice annually (September and June) minimum of 200 resident youth, authority wide, in the after-school and summer Youth Program	Bi-annually								X				Over 300 served FY ending 06/04
OBJ.2	Maintain an average Youth Program attendance of 75% annually	Annually								X				Standard achieved F
OBJ.3	Maintain a variety of educational, sports, and arts programs to offer to youth enrolled in the program	Ongoing								X				Offerings too extensive to list. Refer to annual report.
Page Totals				4						3				

DEPARTMENT OF RESIDENT SERVICES		Original Completion Date	Current Estimated Completion Date	Time Bound						Ongoing			Obsolte	Resolved	Comments <i>(Required for all problem category and all ongoing objectives. Comments should list any quantifiable data available to assess the status of the objective)</i>	
				On Target			Problem			On Target	Problem					
				Completed	Not Yet Begun	In Progress	Not Yet Begun	In Progress	Barrier	Ongoing	Ongoing	Barrier				
GOAL 10:	INCREASE SELF AND RESPONSIBILITY AMONG PUBLIC HOUSING YOUTH															
OBJ.1	Conduct 24, weekly, age-appropriate, life skills training workshops for registered Youth Program participants annually, beginning in October and concluding in May.	May 2002									X					Conducted every Monday; age specific
OBJ.2	Enroll 75% of registered Youth Program participants in at least one organized sport and/or enrichment activity annually.	Annually									X					Annual verification complete
OBJ.3	Sponsor, through the Youth Service Council, a minimum of two community service projects per semester, annually.	Annually									X					
OBJ.4	Develop and conduct once monthly (October-May), in collaboration with the Division of Education and Training, a Career Exploration seminar, for all teens registered in the Youth Program	May 2002									X					
GOAL 11:	PROVIDE A SUPPORTIVE ENVIRONMENT THAT ENCOURAGES ACADEMIC ACHIEVEMENT AND PERSONAL DEVELOPMENT AMONG PUBLIC HOUSING YOUTH															
OBJ.1	Monitor and report monthly, progress in developing social, academic, motor, cognitive and self-management skills for 100% of program participants	Ongoing									X					Completing these quarterly; monthly was not useful. Now it coincides with school report cards
OBJ.2	Offer academic assistance sessions (Homework Help) to youth enrolled in after school Youth Program three times a week at four community center sites.	Ongoing									X					Monthly program data reports summarize attendance and hours
OBJ.3	Achieve an 80% graduation rate among high school seniors registered in the Youth Program	Annually											X			All four program HS seniors graduated. Need to wait until June to see about this year. However, we don't attract/retain enough students this age
OBJ.4	Research and develop a College Access Program that would serve 30% if teens enrolled in the Youth Program	Annually				X										All four from last year went on to post secondary
Page Totals						1					6				1	

DEPARTMENT OF RESIDENT SERVICES		Original Completion Date	Current Estimated Completion Date	Time Bound						Ongoing			Obsolete	Resolved	Comments
				On Target			Problem			On Target	Problem				
				Completed	Not Yet Begun	In Progress	Not Yet Begun	In Progress	Barrier	Ongoing	Ongoing	Barrier			
GOAL 12:	OFFER ORIENTATION PROGRAMS THAT EQUIP NEW RESIDENTS TO MAINTAIN THEIR OCCUPANCY IN PUBLIC HOUSING AND MAKE FULL USE OF PHA SERVICES														
OBJ. 1	Provide monthly pre-occupancy classroom based training to prospective residents of the family developments as an overview of life in public housing and ongoing eviction prevention support	Ongoing									X				Monthly attendance reported
OBJ. 2	By July 2002, develop revised curricula, method and schedule for new resident orientation that will ensure 100% participation of new residents in both the elderly/disabled and family developments, and retention of 70% of the material presented.	July 2002	Jan 03			X									Curriculum has been revised. Highrise program having low attendance, with the exception of fire safety
OBJ. 3	Coordinate and implement revised orientation programs for all new residents of the elderly/disabled buildings and of the family developments by October 2003.	October 2003				X									Highrise living skills has started; however, attendance is weak
OBJ. 4	By June 2004, provide continuing education sessions for residents that will reinforce and develop basic skills, such as budgeting, that help maintain tenancy and reduce the number of evictions for unsanitary conditions, non-payment of rent and property damage by 5% annually.	June 2004										X			Staff person works one on one with tenants on eviction with somewhat limited results. Mental health issues often come into play. Cannot compel voluntary attendance with other tenants.
GOAL 13:	IMPROVE THE HEALTH STATUS OF RESIDENTS THROUGH THE DIRECT PROVISION OF AND REMOVAL OF BARRIERS TO HEALTH SERVICES AND PROGRAMS.														
OBJ.1	Meet 100% of identified medical transportation needs by October 2002	Oct. 2002									X				Addressed through taxi vouchers, now funded by PCOC
OBJ.2	Ensure that 100% if the identified nutritional needs are met by October 2002	Oct. 2002									X				To the degree that database records, minimal needs met. This is not all nutritional needs
OBJ.3	By October 2003, ensure that 80% of residents in the elderly/disabled buildings who have no medical insurance are enrolled in an insurance program or a free-care program at an area healthcare provider, and a program that at least partially pays for prescription drugs.	Ongoing									X				90% + have coverage. 50% of the uninsured are addressed to some degree. Remainder is a resource problem
OBJ.4	By June 2005, ensure that 80% of the residents in the elderly/disabled buildings have a primary medical care provider.	June 2005									X				90% + have a primary provider
OBJ.5	By June 2005, 35% of all PHA residents will have participated in at least one PHA Health Program sponsored activity a year.	June 2005			X										This is interdivision tracking issue we have not taken on yet
Page Totals						1	2				5		1		

DEPARTMENT OF RESIDENT SERVICES		Original Completion Date	Current Estimated Completion Date	Time Bound						Ongoing			<input type="checkbox"/> Obsolete <input type="checkbox"/> Resolved	Comments <i>(Required for all problem category and all ongoing objectives. Comments should list any quantifiable data available to assess the status of the objective)</i>	
				On Target			Problem			On Target	Problem				
				Completed	Not Yet Begun	In Progress	Not Yet Begun	In Progress	Barrier	Ongoing	Ongoing	Barrier			
GOAL 14:	ENSURE THAT RESIDENTS HAVE ACCESS TO THE FULL RANGE OF SUPPORTIVE SOCIAL SERVICES NECESSARY TO MAINTAIN THEIR TENANCY IN PUBLIC HOUSING AND THAT PROMOTES THEIR GREATER INDEPENDENCE.														
OBJ.1	Each year, PHA staff will complete an assessment of social needs of 100% of the residents in the elderly/disabled buildings.	Annually									X				On schedule
OBJ.2	Each year, PHA staff will develop service plans for 100% of completed assessments of the residents in the elderly/disabled buildings.	Annually									X				Coupled with the assessments
OBJ.3	Each year, 800 individuals will meet or exceed goals set forth in their service plans.	Annually starting 06/03			X										Strong alignment between needs identified and services provided, with the exception of ESL and employment needs. The first is a resource problem, the second is a gap between skills and the needs of employers
OBJ.4	Each year, 50% of the residents in the elderly/disabled buildings will participate in at least one activity offered by the Supportive Services Division.	Annually									X				FY 2003 unduplicated count of residents served is 1,429, of which 1,093 are RSC involved and 119 got housekeeping assistance
Page Totals					1						3				

DEPARTMENT OF RESIDENT SERVICES		Original Completion Date	Current Estimated Completion Date		Time Bound						Ongoing			Comments	
					On Target			Problem			On Target	Problem			
					Completed	Not Yet Begun	In Progress	Not Yet Begun	In Progress	Barrier	Ongoing	Ongoing	Barrier		
GOAL 14:	ENSURE THAT RESIDENTS HAVE ACCESS TO THE FULL RANGE OF SUPPORTIVE SOCIAL SERVICES NECESSARY TO MAINTAIN THEIR TENANCY IN PUBLIC HOUSING AND THAT PROMOTES THEIR GREATER INDEPENDENCE.														
Obj.5	By October 2002, all completed assessments will be stored in a digital database	Oct. 2002	Jan 03	X											
Obj.6	Meet the annual objectives identified in the Family Support Program grant.	June 30 th annually										X			Funding for contract with Family Services is expired
Page Totals				1								1			
Section Totals				11	1	4					31	5	3		

FACILITIES MANAGEMENT		Original Completion Date	Current Estimated Completion Date	Time Bound						Ongoing			Obsolate	Resolved	Comments <i>(Required for all problem category and all ongoing objectives. Comments should list any quantifiable data available to assess the status of the objective)</i>	
				On Target			Problem			On Target	Problem					
				Completed	Not Yet Begun	In Progress	Not Yet Begun	In Progress	Barrier	Ongoing	Ongoing	Barrier				
GOAL1:	INSURE THAT ALL WORK ACCOMPLISHED BY FM MAINTENANCE EMPLOYEES IS OF A HIGH QUALITY, DONE RIGHT THE FIRST TIME															
OBJ.1	Perform a systematic review of quality control policies for all maintenance services by November 2000	11/00	4/01	X												Committee has reviewed policies. Work order and unit turn around QC are incorporated in the FM Operations Manual.
OBJ.2	Create an independent position within the department responsible for insuring that quality control standards are met on all jobs and tasks by October 2000	12/00	10/01											X		Existing personnel are carrying out departmental Quality Control activities
OBJ.3	Institute an internal quality control program for all maintenance employees by June 2001	03/01	6/02	X												QC standards in effect as per the FM Operations Manual.
GOAL2:	ESTABLISH A DEPARTMENTAL MIS INFORMATION SYSTEMS FOR IMPROVED EFFICIENCY AND PHA-WIDE NETWORKING.															
OBJ.1	Develop system queries, which provide timely information to FM supervisory personnel by May 2000	05/00	5/01	X												More than two dozen queries developed. Many special queries developed.
OBJ.2	Develop and implement a departmental leave tracking system, which allows for timely staff scheduling and task planning by June 2000	06/00		X												Internal tracking system installed at FM.
OBJ.3	Create a stand alone database to track information related to bidding and contracts in conjunction with Capital Fund expenditures by April 2002	09/00	4/02	X												The database has been created. Data input is ongoing.
OBJ.4	Complete the conversion of work order, and inventory control systems by January 2000	12/00		X												System was fully operational with the completion of the June 2002 inventory.
OBJ.5	Create one central ACCESS database which contains physical needs data, capital projects information, major systems inventory and warranty information by April 2002	04/02												X		Physical needs data being collected by Office of Planning & Policy. Capital projects information being integrated into Objective 3.
Page Totals				6	0	0	0	0	0	0	0	0	0	1	1	

FACILITIES MANAGEMENT		Original Completion Date	Current Estimated Completion Date	Time Bound						Ongoing			Obsolute	Resolved	Comments <i>(Required for all problem category and all ongoing objectives. Comments should list any quantifiable data available to assess the status of the objective)</i>	
				On Target			Problem			On Target	Problem					
				Completed	Not Yet Begun	In Progress	Not Yet Begun	In Progress	Barrier	Ongoing	Ongoing	Barrier				
GOAL3:	REVIEW AND REVISE MAINTENANCE POLICIES AND PROCEDURES AND DEVELOP WRITTEN PROTOCOLS SPECIFIC TO EACH SITE, FOR BOTH THE OPERATION & MAINTENANCE OF PHA PROPERTY AND EQUIPMENT															
OBJ.1	Identify the major building systems and equipment, which should be inspected and/or maintained by contract by August 2000	08/00		X												List of potential maintenance contracts has been created.
OBJ.2	Develop detailed maintenance protocol for grounds by July 2000	07/00	03/02	X												Landscaping protocol complete. Individual grounds maintenance sheets have been completed.
OBJ.3	Develop detailed maintenance protocol for all Authority equipment by November 2000	11/00	08/02	X												Equipment PM protocol completed. Work order system must be amended to include WO's for timely maintenance.
OBJ.4	Develop detailed maintenance protocol for all building envelopes by February 2000	02/01	04/02	X												Maintenance checklist has been developed. Condition surveys will be done periodically on roofs and brick.
OBJ.5	Develop detailed maintenance protocol for all major building systems by July 2000	07/01	9/03	X												Protocols developed for development's HVAC systems.
OBJ.6	Develop detailed maintenance protocol for major custodial duties by July 2001	07/01	08/03	X												Completed. Maintenance protocol developed for major custodial tasks.
OBJ.7	Develop detailed maintenance protocol for Housing Quality Standards and frequently used tenant service work orders by August 2001	08/01	08/03	X												Completed. Maintenance protocols developed for the ten most frequent tenant service work orders.
GOAL4:	DEVELOP AN ATMOSPHERE WITHIN THE DEPARTMENT THAT INSURES EACH EMPLOYEE WORKS AT PEAK EFFICIENCY AND EFFECTIVENESS															
OBJ.1	Develop aptitude and general education standards, which all new FM employees must meet by August 2000	08/00		X												TABE locator test used to measure grade level in reading and math for promotions from temp to permanent status at PHA.
OBJ.2	Review job requirements for all non-skilled staff and develop a list of competencies for each position by November 2000	11/00	04/02	X												List of competencies has been developed. for the Custodians and Laborers.
OBJ.3	Develop recurring employee training programs that address competency shortcomings, increase needed skills and improve productivity by January 2001	01/01	08/03	X												Training needs identified. Classes offered by HTVN and vendors being identified for 2004.
Page Totals				10	0	0	0	0	0	0	0	0	0	0	0	

FACILITIES MANAGEMENT		Original Completion Date	Current Estimated Completion Date	Time Bound						Ongoing			Obsolete	Resolved	Comments <i>(Required for all problem category and all ongoing objectives. Comments should list any quantifiable data available to assess the status of the objective)</i>	
				On Target			Problem			On Target	Problem					
				Completed	Not Yet Begun	In Progress	Not Yet Begun	In Progress	Barrier	Ongoing	Ongoing	Barrier				
GOAL5:	INSTITUTE POLICIES AND PROCEDURE TO REDUCE STAFFING SHORTFALLS CAUSED BY EXCESSIVE ABSENTEEISM, VACATIONS, AND A SHORTAGE OF PERMANENT 2ND AND 3RD SHIFT EMPLOYEES															
OBJ.1	Prepare a comprehensive analysis of the department's seasonal workload and an evaluation of which of these tasks might be more efficiently and effectively accomplished by contracting out by September 2000	09/00		X												Seasonal workload reviewed. Potential service contracts noted. Contracting out underway including Fire Alarm inspections.
OBJ.2	Develop a new staffing model for covering Dispatch and the 2 nd and 3 rd shifts within the FM Department by October 2000	10/00		X												Laborer/Dispatcher has been hired for each shift.
OBJ.3	Develop and implement written staff scheduling protocols, which address vacations, emergency absences and seniority issues by October 2000	10/00	07/02	X												Scheduling procedures developed to address vacations and absences.
OBJ.4	Reduce the number of individuals with excessive absenteeism by 25% by June 2001 and 50% by June 2002.	Annual Targets	Ongoing							X						Sick time usage remains a problem for some staff. Sick time is tracked and guidelines are being enforced. Warnings and suspensions have been issued.
GOAL6:	DEVELOP AND IMPLEMENT A COMPREHENSIVE SAFETY PROGRAM FOR EMPLOYEES, WHICH ADDRESS ALL CURRENT REGULATORY REQUIREMENTS.															
OBJ.1	Develop a Bloodborne Pathogens Program by July 2000	07/00		X												Material, training, & equipment in place.
OBJ.2	Develop and implement a Fire Extinguisher Safety Program by May 2000	05/00		X												Program developed. Blanket purchase agreements for equipment in place.
OBJ.3	Develop and implement a Respirator Protection Program by June 2000	06/00		X												Material, training, & equipment in place.
OBJ.4	Develop and implement a Hazard Communications Program by August 2000	08/00		X												Plan published.
OBJ.5	Develop and implement a Lock Out, Tag Out Program by November 2000	11/00		X												LO/TO Plan draft completed. Staff trained.
OBJ.6	Conduct an annual inspection of FM work centers modeled after the 1999 DOL inspection, by January 2001	Annual Targets	Ongoing	X												FY2003 inspection completed.
Page Totals				9	0	0	0	0	0	0	1	0	0	0	0	

FACILITIES MANAGEMENT		Original Completion Date	Current Estimated Completion Date	Time Bound						Ongoing			Obsolate	Resolved	Comments <i>(Required for all problem category and all ongoing objectives. Comments should list any quantifiable data available to assess the status of the objective)</i>	
				On Target			Problem			On Target	Problem					
				Completed	Not Yet Begun	In Progress	Not Yet Begun	In Progress	Barrier	Ongoing	Ongoing	Barrier				
GOAL7:	ENSURE THAT SAFETY SYSTEMS REQUIRED IN ALL PHA FACILITIES ARE STATE OF THE ART, AND IN COMPLIANCE WITH ALL REGULATORY REQUIREMENTS															
OBJ.1	Conduct all appropriate testing and inspections on the PHA's natural gas master meter systems at Chad Brown, Admiral Terrace, Manton and Hartford Park Housing Developments with the process beginning by June 2000	06/00	Ongoing								X					Semi-Annual eak detection test done May 04. At Chad/Ad, once we convert to individual building boilers we expect N.E. Gas to take over master system.
OBJ.2	Develop a protocol to insure that elevator inspections are conducted on time and in accordance with all applicable Federal, State and local requirements by September 2000	09/00	Ongoing								X					PHA signed new 3-year maintenance contract with ThyssenKrupp. Annual elevator tests completed in late 2003.
OBJ.3	Upgrade all building fire alarm systems to current fire code standards by December 2005	12/05	Ongoing								X					New system completed for Dominica, Dexter I/II. Parenti completed in 2004. Carroll planned in 05; Kilmartin in 06.
GOAL8:	ENHANCE THE PHYSICAL SECURITY OF RESIDENTS IN PHA PROPERTIES															
OBJ.1	Conduct a comprehensive exterior lighting survey of each Elderly/Handicapped Building and recommend lighting improvements to enhance security by August 2000	08/00		X												Completed. Surveys done. Some lights installed. Lights added as needed by PHA electricians.
OBJ.2	Install intercom systems from apartment to entrance doors at Sr. Dominica Manor and Dexter Manor by February 2001	02/01	04/02	X												Completed in June 2002. Done as part of Card Access /Security project.
OBJ.3	Install card access systems in all PHA high-rise buildings by April 2001	04/01	04/02	X												Installation completed and system is operational.
OBJ.4	Install video systems in PHA high rise buildings which would allow residents to monitor visitors seeking entry into the building using the intercom system by January 2001	01/01	10/04			X										High-rises have been completed except 335 Hartford. Funds have been budgeted in the 2004 CFP plan for this work. Approval expected 9-04.
GOAL9:	IMPROVE FACILITIES MANAGEMENT UNIT TURNAROUND TIMES															
OBJ.1	Reduce unit turn around times for modernization units to 75 days or less by June 2001	Ongoing 06/01	Ongoing									X				Mod UTA's averaged 145 days during the last fiscal year. High numbers reflect UTA's at French, Cahill and three units at Manton with roof leaks.
OBJ.2	Reduce unit turn around times for non-modernization units to twenty-five days or less by June 2001	Ongoing 06/01	Ongoing									X				Make ready days for UTA's averaged 25.15 days during the past fiscal year. Times have been affected by shortage of electricians and carpenters.
Page Totals				3	0	1	0	0	0	0	3	2	0	0	0	

FACILITIES MANAGEMENT		Original Completion Date	Current Estimated Completion Date	Time Bound						Ongoing			Obsolete	Resolved	Comments <i>(Required for all problem category and all ongoing objectives. Comments should list any quantifiable data available to assess the status of the objective)</i>	
				On Target			Problem			On Target	Problem					
				Completed	Not Yet Begun	In Progress	Not Yet Begun	In Progress	Barrier	Ongoing	Ongoing	Barrier				
GOAL10:	DEVELOP POLICIES AND PROGRAMS TO EXPAND RESIDENT AWARENESS OF MAINTENANCE REQUIREMENTS AND IDENTIFY AREAS WHERE RESIDENT'S WOULD PARTICIPATE IN COMMON AREA MAINTENANCE.															
OBJ.1	Create a mechanism to periodically inform residents of maintenance issues and update them on site specific problems needing their attention by December 2000	12/00												X		FM using Community Services Adult and Family newsletter.
OBJ.2	Develop a plan with the Management Department to involve residents in the maintenance of common spaces in their buildings by August 2001	08/01	Ongoing								X					A program was implemented at Coddington & Manton to clean halls. Tenant participation is poor.
GOAL11:	INSURE THAT ALL MODERNIZATION REPORTS ARE SUBMITTED WITHIN THE TIME FRAMES ESTABLISHED BY HUD															
OBJ.1	Prepare the Annual Capital Plan and submit it to HUD no later than May 2001	Annual Targets	Ongoing								X					Annual Capital Fund Plan submitted on time to HUD in April 2004. New Plan due in reports to be submitted
OBJ.2	Prepare the Annual Performance & Evaluation Report and submit it to HUD with the Annual Plan due in April.	Annual Targets	Ongoing								X					Performance and Evaluation Reports submitted to HUD on time in April 2004. New P&E Reports will be submitted in April, 2004.
Page Totals				0	0	0	0	0	0	0	3	0	0	1	0	
Section Totals				28	0	1	0	0	0	7	2	0	2	1		

Annual Statement/Performance and Evaluation Report
Capital Fund Program and Capital Fund Program Replacement Housing Factor (CFP/CFPRHF) Part 1: Summary

PHA Name: THE HOUSING AUTHORITY OF THE CITY OF PROVIDENCE, RI	Grant Type and Number Capital Fund Program Grant No: RI 43 P001 50105 Replacement Housing Factor Grant No:	Federal FY of Grant: 2005
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Original Annual Statement
 Reserve for Disasters/ Emergencies
 Revised Annual Statement (revision no:)
 Performance and Evaluation Report for Period Ending:
 Final Performance and Evaluation Report

Line No	Summary by Development Account	Total Estimated Cost		Total Actual Cost	
		Original	Revised	Obligated	Expended
1	Total non-CFP Funds				
2	1406 Operations	877,021			
3	1408 Management Improvements Soft Costs	221,000			
4	1410 Administration	592,510			
5	1411 Audit				
6	1415 Liquidated Damages				
7	1430 Fees and Costs	225,000			
8	1440 Site Acquisition				
9	1450 Site Improvement	335,000			
10	1460 Dwelling Structures	1,370,103			
11	1465.1 Dwelling Equipment—Nonexpendable	9,000			
12	1470 Nondwelling Structures	241,500			
13	1475 Nondwelling Equipment	85,000			
14	1485 Demolition				
15	1490 Replacement Reserve				
16	1492 Moving to Work Demonstration				
17	1495.1 Relocation Costs				
18	1499 Development Activities				
19	1501 Collateralization Expenses or Debt Expenses	428,969			
20	1502 Contingency				
21	Amount of Annual Grant: (sum of lines: 2 to 20)	4,385,103	0	0	0
22	Amount of line 22 Related to LBP Activities	5,000			
23	Amount of line 22 Related to Section 504 compliance	11,103			
24	Amount of line 22 Related to Security –Soft Costs	140,000			
25	Amount of Line 22 related to Security-- Hard Costs	13,000			
26	Amount of line 22 Related to Energy Conservation Measures	523,100			

Annual Statement/Performance and Evaluation Report
Capital Fund Program and Capital Fund Program Replacement Housing Factor (CFP/CFPRHF)
Part II: Supporting Pages

PHA Name: THE HOUSING AUTHORITY OF THE CITY OF PROVIDENCE, RI		Grant Type and Number Capital Fund Program Grant No: RI 43 P001 50105 Replacement Housing Factor Grant No:					Federal FY of Grant: 2005		
Development Number Name/HA-Wide Activities	General Description of Major Work Categories	Dev. Acct No.	Quantity	Total Estimated Cost		Total Actual Cost		Status of Work	
				Original	Revised	Obligated	Expended		
Chad Brown 001	Repair Steam Lines	1450	N/A	10,000					
	Repair/Replace Gas Lines	1450	N/A	5,000					
	Repoint/Seal Exterior Masonry	1460	3 bldgs	6,000					
	Repair/Replace Gutters and Guards	1460	N/A	3,000					
	Kitchens-Cabinets/Countertops	1460	10 units	11,000					
	Appliance Purchases	1465	10 units	<u>4,500</u>					
					39,500	0	0	0	
Admiral Terrace 001A	Repoint/Seal Exterior Masonry	1460	5 bldgs	10,000					
	Repair/Replace Gutters/ add Guards	1460	N/A	3,000					
	Kitchens-Cabinets/Countertops	1460	10 units	11,000					
	Upgrade Electrical System	1460	N/A	8,000					
	Heating System Upgrade	1460	N/A	5,000					
	Deferred Painting	1460	4 units	3,000					
	Appliance Purchases	1465	10 units	4,500					
	Card Access/Cameras/Security System	1470	N/A	<u>10,000</u>					
				54,500	0	0	0		
Roger Williams 002	Upgrade Basement Doors	1460	4 doors	3,200					
	Replace Floor Tile	1460	3 units	3,000					
	Common Hallway Security Lighting	1460	N/A	3,000					
	Repair/Replace Exit Signs	1460	N/A	2,000					
	Asbestos Abatement (tile)	1460	3 units	5,000					
	Construct Maintenance Storage Bldg.	1470	1 bldg	<u>34,000</u>					
					50,200	0	0	0	

Annual Statement/Performance and Evaluation Report

Capital Fund Program and Capital Fund Program Replacement Housing Factor (CFP/CFPRHF)

Part II: Supporting Pages

PHA Name: THE HOUSING AUTHORITY OF THE CITY OF PROVIDENCE, RI		Grant Type and Number				Federal FY of Grant: 2005			
		Capital Fund Program Grant No: RI 43 P001 50105							
		Replacement Housing Factor Grant No:							
Development Number Name/HA-Wide Activities	General Description of Major Work Categories	Dev. Acct No.	Quantity	Total Estimated Cost		Total Actual Cost		Status of Work	
				Original	Revised	Obligated	Expended		
Hartford Park	Barry Road Site Improvements	1450	4 bldgs	300,000					
004/006/019	Repair/Retile Playgrounds	1450	N/A	13,000					
	Landscaping	1450	N/A	2,000					
	Seal/Repair Exterior @ 335 Hartford	1460	1 bldg	500,000					
	Replace Exterior Doors	1460	5 doors	3,000					
	Replace Boilermates (Barry Road)	1460	6 units	5,000					
	Heating/Domestic HW System Upgrade	1460	N/A	175,000					
	Upgrade/Repair FM Garage	1470	N/A	25,000					
	Install Roof Vent	1470	1 vent	2,500					
	Bond Repayment	1501	N/A	<u>428,969</u>					
				1,454,469	0	0	0		
Manton Heights	Install Window Vent/Fan Unit	1460	60 vents	<u>3,000</u>					
005				3,000	0	0	0		
Sunset Village	Upgrade Dometic HW	1460	1 system	<u>11,100</u>					
007				11,100					
Dexter Manor I	Replace Floor Tile	1460	3 units	2,700					
008	Asbestos Abatement	1460	3 units	4,800					
	Renovate Heating System (New)	1460	1 system	300,000					
	Construct Maintenance Storage Bldg.	1470	1 building	<u>34,000</u>					
				341,500	0	0	0		
Dominica Manor	Repair/Replace Balcony Railings, Drains	1460	N/A	20,000					
009	Replace Floor Tile	1460	4 units	3,600					
	Asbestos Abatement	1460	4 units	6,400					

Annual Statement/Performance and Evaluation Report
Capital Fund Program and Capital Fund Program Replacement Housing Factor (CFP/CFPRHF)
Part II: Supporting Pages

PHA Name: THE HOUSING AUTHORITY OF THE CITY OF PROVIDENCE, RI		Grant Type and Number Capital Fund Program Grant No: RI 43 P001 50105 Replacement Housing Factor Grant No:				Federal FY of Grant: 2005			
Development Number Name/HA-Wide Activities	General Description of Major Work Categories	Dev. Acct No.	Quantity	Total Estimated Cost		Total Actual Cost		Status of Work	
				Original	Revised	Obligated	Expended		
Dominica Manor	Replace Motors and Valves	1460	N/A	3,000					
(continued)	Construct Maintenance Storage Bldg.	1470	1 building	<u>34,000</u>					
				67,000	0	0	0		
Carroll Tower	Construct Maintenance Storage Bldg.	1470	1 building	<u>34,000</u>					
011				34,000	0	0	0		
Kilmartin Plaza	Window Replacement	1460	80 windows	3,000					
012	Asbestos Abatement	1460	3 units	4,700					
	Construct Maintenance Storage Bldg.	1470	1 building	<u>34,000</u>					
				41,700	0	0	0		
Parenti Villa	Replace Floor Tile	1460	2 units	1,800					
013	Asbestos Abatement	1460	2 units	3,200					
	Construct Maintenance Storage Bldg.	1470	1 building	<u>34,000</u>					
				39,000	0	0	0		
Dexter Manor II	Replace Exterior Doors	1460	3 doors	2,000					
014	Upgrade Kitchens	1460	4 kitchens	4,000					
	Upgrade Handicapped Units	1460	1 unit	8,000					
	Deferred Painting	1460	6 units	<u>4,000</u>					
				18,000	0	0	0		

Annual Statement/Performance and Evaluation Report

Capital Fund Program and Capital Fund Program Replacement Housing Factor (CFP/CFPRHF)

Part II: Supporting Pages

PHA Name: THE HOUSING AUTHORITY OF THE CITY OF PROVIDENCE, RI		Grant Type and Number				Federal FY of Grant: 2005			
		Capital Fund Program Grant No: RI 43 P001 50105							
		Replacement Housing Factor Grant No:							
Development Number Name/HA-Wide Activities	General Description of Major Work Categories	Dev. Acct No.	Quantity	Total Estimated Cost		Total Actual Cost		Status of Work	
				Original	Revised	Obligated	Expended		
Scattered Sites	<i>Building Repairs (1-17)</i>	1460	N/A	<u>170,000</u>					
017	Paint Buildings, Rebuild Porches								
	Replace Domestic Hot Water Tanks								
	Repair/Seal Foundation Cracks								
	Install Carbon Monoxide Detectors								
	Replace Windows, Deferred Painting								
	Install Vinyl Siding, Install Vinyl Flooring								
				170,000	0	0	0		
021	<i>Building Repairs (1-21)</i>	1460	N/A	<u>36,500</u>					
	Paint Buildings, Rebuild Porches								
	Replace Domestic Hot Water Tanks								
	Repair/Seal Foundation Cracks								
	Install Carbon Monoxide Detectors								
	Replace Windows, Deferred Painting								
	Install Vinyl Siding, Install Vinyl Flooring								
				36,500	0	0	0		
15, 18, 28, 29, 30,	<i>Building Repairs (All Projects)</i>	1460	N/A	<u>16,000</u>					
31, 32, 33, 34, 35,	Paint Buildings, Rebuild Porches								
36, 37, 38, 39, 40,	Replace Domestic Hot Water Tanks								
41, 42, 43	Repair/Seal Foundation Cracks								
	Install Carbon Monoxide Detectors								
	Deferred Painting								
				16,000	0	0	0		

Five-Year Action Plan Part I: Summary Comprehensive Grant Program (CGP)	U.S. Department of Housing and Urban Development Office of Public and Indian Housing	OMB Approval No. 2577--0157 (exp. 7/31/98)
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HA Name: PROVIDENCE HOUSING AUTHORITY	Locality: (City/County & State) PROVIDENCE, RI	<input checked="" type="checkbox"/> Original <input type="checkbox"/> Revision No: _____
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A. Development Number/Name	Work Stmt. for Year 1 FFY: 2005	Work Statement for Year 2 FFY: 2006	Work Statement for Year 3 FFY: 2007	Work Statement for Year 4 FFY: 2008	Work Statement for Year 5 FFY: 2009	
RI 43 P001 001 – Chad Brown		350,500	390,000	310,000	705,000	
RI 43 P001 01A – Admiral Terrace		59,500	177,000	5,000	630,000	
RI 43 P001 002 – Roger Williams	See Annual Statement	416,000	63,000	17,500	8,103	
RI 43 P001 003 – Coddington Court		0	100,000	153,000	0	
RI 43 P001 004/6/19 – Hartford Park		534,241	433,969	614,572	478,969	
RI 43 P001 005 – Manton Heights		57,000	37,000	79,000	118,000	
RI 43 P001 007 – Sunset Village						
B. Physical Improvements Subtotal			2,319,241	2,351,572	2,364,572	2,362,572
C. Management Improvements			231,000	231,000	231,000	231,000
D. HA-Wide Nondwelling Structures & Equipment		88,331	98,000	85,000	85,000	
E. Administration		592,510	592,510	592,510	592,510	
F. Other		277,000	235,000	235,000	237,000	
G. Operations		877,021	877,021	877,021	877,021	
H. Demolition						
I. Replacement Reserve						
J. Mod Used for Development						
K. Total CGP Funds						
L. Total Non-CGP Funds						
M. Grand Total		4,385,103	4,385,103	4,385,103	4,385,103	

Signature of Executive Director	Date:	Signature of Public Housing Director/Office of Native American Program Administrator	Date:
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Five-Year Action Plan Part I: Summary (Continuation) Comprehensive Grant Program (CGP)		U.S. Department of Housing and Urban Development Office of Public and Indian Housing			OMB Approval No. 2577--0157 (exp. 7/31/98)	
HA Name: PROVIDENCE HOUSING AUTHORITY		Locality: (City/County & State) PROVIDENCE, RI			<input checked="" type="checkbox"/> Original <input type="checkbox"/> Revision No:1	
A. Development Number/Name	Work Stmt. for Year 1 FFY: 2005	Work Statement for Year 2 FFY: <u>2006</u>	Work Statement for Year 3 FFY: <u>2007</u>	Work Statement for Year 4 FFY: <u>2008</u>	Work Statement for Year 5 FFY: <u>2009</u>	
RI 43 P001 008 – Dexter Manor I	See Annual Statement	29,000	20,000	45,000	12,000	
RI 43 P001 009 – Dominica Manor		37,500	777,000	750,000	170,000	
RI 43 P001 011 – Carroll Tower		435,000	35,000	16,000	90,000	
RI 43 P001 012 – Kilmartin Plaza		27,000	41,131	256,000	2,500	
RI 43 P001 013 – Parenti Villa		29,800	8,000	13,500	18,000	
RI 43 P001 014 – Dexter Manor II		213,000	3,972	4,000	4,000	
RI 43 P001 017/021 – Scattered Sites		93,500	116,500	91,000	56,000	
*Authority Wide		37,200	149,000	10,000	70,000	
*Excludes 1470 and 1475 which are included on Line "D"						

Five-Year Action Plan Part II: Supporting Pages Physical Needs Work Statement(s) Comprehensive Grant Program (CGP)	U.S. Department of Housing and Urban Development Office of Public and Indian Housing	OMB Approval No. 2577--0157 (exp. 7/31/98)
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Work Statement	Work Statement for Year <u>2</u> FFY: <u>2006</u>	Work Statement for Year <u>3</u> FFY: <u>2007</u>
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For Year 1 FFY: <u>2005</u>	Development Number/Name/General Description of Major Work Categories	Quantity	Estimated Cost	Development Number/Name/General Description of Major Work Categories	Quantity	Estimated Cost	
See Annual Statement	RI 43 P001 002 ROGER WILLIAMS	N/A	Renovate Building Exterior	RI 43 P001 002 ROGER WILLIAMS		Landscaping	
	Repair/Replace Smoke Hatches		300,000			Paving/Seal Coat Parking Lot	30,000
	Repair/Replace Floor Tile		5,000			Deferred Painting	30,000
	Install Fire Alarms		3,000				<u>3,000</u>
	Card/Access/Cameras/Security System		100,000				63,000
			8,000				
			<u>416,000</u>				
	RI 43 P001 003 CODDING COURT			RI 43 P001 003 CODDING COURT			
	RI 43 P001 004, 006, 019 HARTFORD PARK			Install Fire Alarm		<u>100,000</u> 100,000	
	Reshingle/Repair Entrance Shed Roofs		8,000				
	Trash Chute Cleaning and Repairs		5,000				
	Master Antenna/Video System		50,000	RI 43 P001 004, 006, 019 HARTFORD PARK	N/A		
	Replace Condensate Pumps		3,000	Landscaping		5,000	
	Install Bath Vent Fans		2,272	Bond Repayment		<u>428,969</u> 433,969	
	Install Backflow Valves		8,000				
	Upgrade Handicapped Showers		4,000				
	Upgrade/Repair FM Garage		25,000				
	Bond Repayment		<u>428,969</u> 534,241				
	RI 43 P001 005 MANTON HEIGHTS			RI 43 P001 005 MANTON HEIGHTS			
	Landscaping		5,000	New Roofs on Wood Buildings		30,000	
	New Roofs on Wood Buildings		23,000	Penthouse and Roof Repairs		<u>7,000</u> 37,000	
	Seal Exterior Masonry		8,000				
	Replace Screens		5,000				
	Replace Floor Tiles		4,000				
	Deferred Painting		4,000				
	Card/Access/Cameras/Security System		<u>8,000</u> 57,000				

Subtotal of Estimated Cost	1,007,241	Subtotal of Estimated Cost	633,969
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**Five-Year Action Plan
Part II: Supporting Pages
Physical Needs Work Statement(s)
Comprehensive Grant Program (CGP)**

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

OMB Approval No. 2577--0157 (exp. 7/31/98)

Work Statement	Work Statement for Year <u>2</u> FFY: <u>2006</u>			Work Statement for Year <u>3</u> FFY: <u>2007</u>			
For Year 1 FFY: <u>2005</u>	Development Number/Name/General Description of Major Work Categories	Quantity	Estimated Cost	Development Number/Name/General Description of Major Work Categories	Quantity	Estimated Cost	
See Annual Statement	RI 43 P001 007 SUNSET VILLAGE			RI 43 P001 007 SUNSET VILLAGE			
	RI 43 P001 008 DEXTER MANOR I			RI 43 P001 008 DEXTER MANOR I			
	Exterior Security Lighting		3,000				
	Building Exterior Doors		3,000				
	Upgrade Kitchens on Unit Turnaround		5,000				
	Replace Floor Tile		5,000				
Upgrade Electrical Panels & Switch Gear		8,000		Repair Pavilion Area/Walkways			
Install Backflow Valves		5,000					
			29,000				
	RI 43 P001 009 DOMINICA MANOR			RI 43 P001 009 DOMINICA MANOR			
Exterior Security Lighting		2,500				750,000	
Install Hand Railings in Halls		30,000		Seal/Repair Building Exterior		22,000	
Install Backflow Valves		5,000		Refurbish Elevator Lobbies		5,000	
			37,500	Building Controls		777,000	
	RI 43 P001 011 CARROLL TOWER			RI 43 P001 011 CARROLL TOWER			
Install Railings in Halls		30,000			N/A	20,000	
Fire Alarm system Upgrade		400,000			N/A	8,000	
Install Backflow Valves		5,000		Kitchens-Cabinets/Countertops		5,000	
			435,000	Unit Locks		<u>2,000</u>	
				Install Energy Efficient Lighting		35,000	
				Upgrade Fire Pumps			
Subtotal of Estimated Cost			501,500	Subtotal of Estimated Cost			832,000

Five-Year Action Plan
Part II: Supporting Pages
Physical Needs Work Statement(s)
Comprehensive Grant Program (CGP)

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

OMB Approval No. 2577-0157 (exp. 7/31/98)

Work Statement For Year 1 FFY: <u>2005</u>	Work Statement for Year <u>2</u> FFY: <u>2006</u>			Work Statement for Year <u>3</u> FFY: <u>2007</u>		
	Development Number/Name/General Description of Major Work Categories	Quantity	Estimated Cost	Development Number/Name/General Description of Major Work Categories	Quantity	Estimated Cost
See Annual Statement	RI 43 P001 012 KILMARTIN PLAZA			RI 43 P001 012 KILMARTIN PLAZA		
	Window Replacement		8,000	Repair/Repave/Seal/Stripe Parking Lot	N/A	41,131
	Replace Screens		4,000			<u>41,131</u>
	Replace Floor Tiles		6,000			
	Deferred Painting		5,000			
	Install Backflow Valves		<u>4,000</u>			
			27,000			
	RI 43 P001 013 PARENTI VILLA			RI 43 P001 013 PARENTI VILLA		
	Replace Floor Tile		7,000	Unit Locks		8,000
	Asbestos Abatement		12,800			<u>8,000</u>
Deferred Painting		5,000				
Install Backflow Valves		<u>5,000</u>				
		29,800	RI 43 P001 014 DEXTER MANOR II			
RI 43 P001 014 DEXTER MANOR II			Install Backflow Valves		3,972	
Exterior Security Lighting		3,000			<u>3,972</u>	
Repair/Replace Roof		110,000	RI 43 P001 017, 021 SCATTERED SITES			
Replace Floor Covering		5,000	Building Repairs (1-17)		59,000	
Retube/Upgrade Boilers		25,000	Building Repairs (1-21)		47,500	
Repair/Replace Unit Heaters/Fan Coils		15,000	Building Repairs (All Others)		10,000	
Replace Motorized Dampers		15,000			116,500	
Upgrade Domestic HW	1 system	<u>40,000</u>				
		213,000				
RI 43 P001 017, 021 SCATTERED SITES			Fencing		5,000	
Fencing		5,000	Building Repairs (1-17)		50,000	
Building Repairs (1-17)		50,000	Building Repairs (1-21)		32,500	
Building Repairs (1-21)		32,500	Building Repairs (All Others)		6,000	
Building Repairs (All Others)		<u>6,000</u>			93,500	
		93,500				
Subtotal of Estimated Cost			363,300	Subtotal of Estimated Cost		
				169,785		

Five-Year Action Plan
Part II: Supporting Pages
Physical Needs Work Statement(s)
Comprehensive Grant Program (CGP)

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

OMB Approval No. 2577--0157 (exp. 7/31/98)

Work Statement For Year 1 FFY: <u>2005</u>	Work Statement for Year <u>2</u> FFY: <u>2006</u>			Work Statement for Year <u>3</u> FFY: <u>2007</u>		
	Development Number/Name/General Description of Major Work Categories	Quantity	Estimated Cost	Development Number/Name/General Description of Major Work Categories	Quantity	Estimated Cost
See Annual Statement	AUTHORITY WIDE PHYSICAL IMPROVEMENTS & NON-DWELLING STRUCTURES/EQUIPMENT			AUTHORITY WIDE PHYSICAL IMPROVEMENTS & NON-DWELLING STRUCTURES/EQUIPMENT		
	Asbestos Abatement	N/A	20,000	Tree Pruning		10,000
	Replace Floor Tiles		7,200	Asbestos Abatement	N/A	20,000
	Handicapped Common Space Renovations	N/A	5,000	Handicapped Site Improvements	N/A	15,000
	Install Security Cameras/Card Readers	N/A	5,000	Elevator Improvements/Repairs	N/A	40,000
				Window Guards		4,000
				Handicapped Unit Modifications		10,000
	Maintenance Vehicles & Equipment (1475)	N/A	60,000	LBP Abatement		10,000
	Computer Hardware (1475)	N/A	25,000	Upgrade Fire Systems		40,000
	Office Furnishings (1475)		3,331			
	Relocation (1495)		<u>2,000</u>	Maintenance Vehicles & Equipment (1475)	N/A	60,000
			127,531	Fire Hoses & Extinguishers (1475)	N/A	5,000
				Computer Hardware (1475)	N/A	25,000
				Radios/Telecommunications (1475)	N/A	<u>8,000</u>
						247,000
*Total includes 1475 line items which are separately totaled on Part I Summary, Line "D"			*Total includes 1475 line items which are separately totaled on Part I Summary, Line "D"			
Subtotal of Estimated Cost			127,531	Subtotal of Estimated Cost		247,000

Five-Year Action Plan Part II: Supporting Pages Physical Needs Work Statement(s) Comprehensive Grant Program (CGP)	U.S. Department of Housing and Urban Development Office of Public and Indian Housing	OMB Approval No. 2577—0157 (exp. 7/31/98)
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Work Statement For Year 1 FFY: <u>2005</u>	Work Statement for Year <u>4</u> FFY: <u>2008</u>			Work Statement for Year <u>5</u> FFY: <u>2009</u>				
	Development Number/Name/General Description of Major Work Categories	Quantity	Estimated Cost	Development Number/Name/General Description of Major Work Categories	Quantity	Estimated Cost		
See Annual Statement	<u>RI 43 P001 001</u> CHAD BROWN Heating System Upgrade Bathroom Renovations	N/A N/A	300,000 <u>10,000</u> 310,000	<u>RI 43 P001 001</u> CHAD BROWN Upgrade Site Parking/Drainage/Walkways Replace Floor Tile Heating System Upgrade	N/A 4 units	100,000 5,000 <u>600,000</u> 705,000		
	<u>RI 43 P001 01A</u> ADMIRAL TERRACE Retile Non-Dwelling Space		<u>5,000</u> 5,000	<u>RI 43 P001 01A</u> ADMIRAL TERRACE Upgrade Site Parking/Drainage/Walkways Heating System Upgrade Circulating Pumps/Condensate Tank	N/A 7 valves N/A	100,000 525,000 <u>5,000</u> 630,000		
	<u>RI 43 P001 002</u> ROGER WILLIAMS Exterior Security Lighting Replace Exterior Entrance Doors Install Backflow Valves Bathroom Renovations		2,000 10,000 2,500 <u>3,000</u> 17,500	<u>RI 43 P001 002</u> ROGER WILLIAMS Upgrade Site Parking/Drainage/Walkways		<u>8,103</u> 8,103		
	Subtotal of Estimated Cost			332,500	Subtotal of Estimated Cost			1,343,103

Five-Year Action Plan
Part II: Supporting Pages
Physical Needs Work Statement(s)
 Comprehensive Grant Program (CGP)

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

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Work Statement	Work Statement for Year <u>4</u> FFY: <u>2008</u>			Work Statement for Year <u>5</u> FFY: <u>2009</u>			
For Year 1 FFY: <u>2005</u>	Development Number/Name/General Description of Major Work Categories	Quantity	Estimated Cost	Development Number/Name/General Description of Major Work Categories	Quantity	Estimated Cost	
See Annual Statement	RI 43 P001 003 CODDING COURT			RI 43 P001 003 CODDING COURT			
	Install Fire Alarm		150,000				
	Install Backflow Valves		<u>3,000</u>				
			153,000				
	<u>RI 43 P001 004, 006, 019</u> HARTFORD PARK			<u>RI 43 P001 004, 006, 019</u> HARTFORD PARK			
	Replace Exterior Lighting		4,000	Fence/Walks/Paving/Site Furniture	N/A	10,000	
	Exterior Lighting Security Shields	N/A	2,500	Replace Exterior Doors		5,000	
	Paint 4-Story Buildings	N/A	165,000	Replace Boilermates (Barry Road)	N/A	10,000	
	Replace Boilermates (Barry Road)		14,103	Deferred Painting		5,000	
	Bond Repayment	N/A	<u>428,969</u>	Appliance Replacement		<u>20,000</u>	
			614,572	Bond Repayment		<u>428,969</u>	
	<u>RI 43 P001 005</u> MANTON HEIGHTS			<u>RI 43 P001 005</u> MANTON HEIGHTS			
	Repair/Replace Gas Lines		40,000	Replace Roofs on Brick Buildings	2 bldgs	100,000	
	Fence/Walks/Paving/Site Furniture		5,000	Seal Exterior Masonry	N/A	8,000	
	New Roofs on Wood Buildings		16,000	Repair Stair tower Foundation		<u>10,000</u>	
	Seal Exterior Masonry		8,000			118,000	
	Install Backflow Valves		6,000				
	Install Window Vent/Fan Unit		<u>4,000</u>				
	Building Controls		79,000				
Subtotal of Estimated Cost			846,572	Subtotal of Estimated Cost			596,969

**Five-Year Action Plan
Part II: Supporting Pages
Physical Needs Work Statement(s)
Comprehensive Grant Program (CGP)**

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

OMB Approval No. 2577--0157 (exp. 7/31/98)

Work Statement For Year 1 FFY: <u>2005</u>	Work Statement for Year <u>4</u> FFY: <u>2008</u>			Work Statement for Year <u>5</u> FFY: <u>2009</u>		
	Development Number/Name/General Description of Major Work Categories	Quantity	Estimated Cost	Development Number/Name/General Description of Major Work Categories	Quantity	Estimated Cost
See Annual Statement	RI 43 P001 007 SUNSET VILLAGE			RI 43 P001 007 SUNSET VILLAGE		
	RI 43 P001 008 DEXTER MANOR I			RI 43 P001 008 DEXTER MANOR I		
	Repave Parking Lot		40,000	Trash Chute Cleaning & Repairs	N/A	2,000
	Replace Motors and Valves		<u>5,000</u>	Repair/Replace Unit Heaters/Fan Coils	1 lot	<u>10,000</u>
			45,000			12,000
	RI 43 P001 009 DOMINICA MANOR			RI 43 P001 009 DOMINICA MANOR		
	Seal/Repair Building Exterior		<u>750,000</u>	Repair/Repave/Seal/Stripe Parking Lot		3,000
			750,000	Automatic Door Openers/New Entrance		75,000
	RI 43 P001 011 CARROLL TOWER			Unit Locks		10,000
	Repair Stair Tower Walls	5 units	10,000	Trash Chute Cleaning & Upgrade		2,000
Repair PVI Hot Water Tank	1 tank	<u>6,000</u>	Reconfigure Units for Handicapped		<u>80,000</u>	
		16,000			170,000	
			RI 43 P001 011 CARROLL TOWER			
			Landscaping	N/A	5,000	
			Repair/Repave/Seal/Stripe Parking Lot		3,000	
			Trash Chute Cleaning & Repairs		2,000	
			Reconfigure Units for Handicapped		<u>80,000</u>	
					90,000	
	Subtotal of Estimated Cost		811,000	Subtotal of Estimated Cost		272,000

Five-Year Action Plan
Part II: Supporting Pages
Physical Needs Work Statement(s)
Comprehensive Grant Program (CGP)

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

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Work Statement For Year 1 FFY: <u>2005</u>	Work Statement for Year <u>4</u> FFY: <u>2008</u>			Work Statement for Year <u>5</u> FFY: <u>2009</u>		
	Development Number/Name/General Description of Major Work Categories	Quantity	Estimated Cost	Development Number/Name/General Description of Major Work Categories	Quantity	Estimated Cost
See Annual Statement	RI 43 P001 012 KILMARTIN PLAZA			RI 43 P001 012 KILMARTIN PLAZA		
	Fire Alarm System Upgrade	1 system	250,000	Trash Chute Cleaning & Repairs		<u>2,500</u>
	Repair PVI Hot Water Tank	1 tank	<u>6,000</u>			2,500
			256,000			
	RI 43 P001 013 PARENTI VILLA			RI 43 P001 013 PARENTI VILLA		
	Kitchens-Cabinets/Countertops	N/A	5,000	Repair/Repave/Seal/Stripe Parking Lot		3,000
	Trash Chute Cleaning & Repairs		2,500	Trash Chute Cleaning & Repairs	N/A	3,000
	Repair PVI Hot Water Tank	N/A	<u>6,000</u>	Install Energy Efficient Lighting		2,000
		5 units	13,500	Repair Stair Tower Walls		<u>10,000</u>
						18,000
RI 43 P001 014 DEXTER MANOR II			RI 43 P001 014 DEXTER MANOR II			
Deferred Painting		<u>4,000</u>	Upgrade Kitchens		<u>4,000</u>	
		4,000			4,000	
RI 43 P001 017, 021 SCATTERED SITES			RI 43 P001 017, 021 SCATTERED SITES			
Building Repairs (1-17)		68,000	Building Repairs (1-17)		35,000	
Building Repairs (1-21)		<u>23,000</u>	Building Repairs (1-21)		<u>21,000</u>	
		91,000			56,000	
Subtotal of Estimated Cost			364,500	Subtotal of Estimated Cost		
				80,500		

Five-Year Action Plan
Part II: Supporting Pages
Physical Needs Work Statement(s)
Comprehensive Grant Program (CGP)

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

OMB Approval No. 2577--0157 (exp. 7/31/98)

Work Statement For Year 1 FFY: <u>2005</u>	Work Statement for Year <u>4</u> FFY: <u>2008</u>			Work Statement for Year <u>5</u> FFY: <u>2009</u>		
	Development Number/Name/General Description of Major Work Categories	Quantity	Estimated Cost	Development Number/Name/General Description of Major Work Categories	Quantity	Estimated Cost
See Annual Statement	AUTHORITY WIDE PHYSICAL IMPROVEMENTS & NON-DWELLING STRUCTURES/EQUIPMENT			AUTHORITY WIDE PHYSICAL IMPROVEMENTS & NON-DWELLING STRUCTURES/EQUIPMENT		
	Handicapped Site Improvements	N/A	5,000	Tree Pruning		5,000
	Intercom Replacement/Repair	N/A	5,000	Handicapped Site Improvements	N/A	5,000
				Asbestos Abatement	N/A	10,000
				Electric & Water Meter Replacement	N/A	15,000
				Handicapped Unit Modifications		5,000
				LBP Abatement	N/A	5,000
				Handicapped Common Space Renovations	N/A	5,000
				Appliance Purchase	36 units	20,000
Maintenance Vehicles & Equipment (1475)	N/A	60,000	Maintenance Vehicles & Equipment (1475)	N/A	60,000	
Computer Hardware (1475)	N/A	<u>25,000</u>	Computer Hardware (1475)	N/A	25,000	
		95,000	Relocation (1495)	N/A	<u>2,000</u>	
					157,000	
*Total includes 1470 and 1475 line items which are separately totaled on Part I Summary, Line "D"			*Total includes 1475 line items which are separately totaled on Part I Summary, Line "D"			
Subtotal of Estimated Cost			95,000	Subtotal of Estimated Cost		157,000

Five-Year Action Plan
Part III: Supporting Pages
Management Needs Work Statement(s)
 Comprehensive Grant Program (CGP)

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

OMB Approval No. 2577--0157 (exp.
 7/31/98)

Work Statement for Year 1 FFY: <u>2005</u>	Work Statement for Year <u>2</u> FFY: <u>2006</u>			Work Statement for Year <u>3</u> FFY: <u>2007</u>		
	General Description of Major Work Categories	Quantity	Estimated Cost	General Description of Major Work Categories	Quantity	Estimated Cost
See Annual Statement	Operations	N/A	877,021	Operations	N/A	877,021
	Computer Software	N/A	25,000	Computer Software	N/A	25,000
	Living Skills Coordinator	1 Position	56,000	Living Skills Coordinator	1 Position	56,000
	Economic Development	N/A	10,000	Economic Development	N/A	10,000
	Police	N/A	130,000	Police	N/A	130,000
	Security Guards	N/A	<u>10,000</u>	Security Guards	N/A	<u>10,000</u>
			1,108,021			1,108,021
Subtotal of Estimated Cost			1,108,021	Subtotal of Estimated Cost		
Subtotal of Estimated Cost			1,108,021	Subtotal of Estimated Cost		

Five-Year Action Plan
Part III: Supporting Pages
Management Needs Work Statement(s)
 Comprehensive Grant Program (CGP)

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

OMB Approval No. 2577--0157 (exp. 7/31/98)
 6/21/02

Work Statement	Work Statement for Year <u>4</u> FFY: <u>2008</u>			Work Statement for Year <u>5</u> FFY: <u>2009</u>			
for Year 1 FFY: <u>2005</u>	General Description of Major Work Categories	Quantity	Estimated Cost	General Description of Major Work Categories	Quantity	Estimated Cost	
See Annual Statement	Operations	N/A	877,021	Operations	N/A	877,021	
	Computer Software	N/A	25,000	Computer Software	N/A	25,000	
	Living Skills Coordinator	1 Position	56,000	Living Skills Coordinator	1 Position	56,000	
	Economic Development	N/A	10,000	Economic Development	N/A	10,000	
	Police	N/A	130,000	Police	N/A	130,000	
	Security Guards	N/A	<u>10,000</u>	Security Guards	N/A	<u>10,000</u>	
				1,108,021			1,108,021
Subtotal of Estimated Cost			1,108,021	Subtotal of Estimated Cost			1,108,021

CAPITAL FUND PROGRAM TABLES START HERE

Annual Statement/Performance and Evaluation Report Capital Fund Program and Capital Fund Program Replacement Housing Factor (CFP/CFPRHF) Part 1: Summary

PHA Name: THE HOUSING AUTHORITY OF THE CITY OF PROVIDENCE, RI	Grant Type and Number Capital Fund Program Grant No: RI 43 P001 50102 Replacement Housing Factor Grant No:	Federal FY of Grant: 2002
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Original Annual Statement
 Reserve for Disasters/ Emergencies
 Revised Annual Statement (revision no:)
 Performance and Evaluation Report for Period Ending: 12/31/04
 Final Performance and Evaluation Report

Line No	Summary by Development Account	Total Estimated Cost		Total Actual Cost	
		Original	Revised	Obligated	Expended
1	Total non-CFP Funds				
2	1406 Operations	920,396	920,396	920,396	920,396.00
3	1408 Management Improvements Soft Costs	296,218	307,142	307,142	307,142.56
	Management Improvements Hard Costs				
4	1410 Administration	649,696	649,696	649,696	649,695.83
5	1411 Audit				
6	1415 Liquidated Damages				
7	1430 Fees and Costs	268,483	217,553	217,553	217,552.63
8	1440 Site Acquisition				
9	1450 Site Improvement	69,585	183,200	183,200	183,198.46
10	1460 Dwelling Structures	1,544,514	1,542,218	1,542,218	1,542,219.01
11	1465.1 Dwelling Equipment—Nonexpendable	9,000	10,075	10,075	10,075.00
12	1470 Nondwelling Structures	322,370	206,619	206,619	206,619.19
13	1475 Nondwelling Equipment	101,000	144,363	144,363	144,363.53
14	1485 Demolition				
15	1490 Replacement Reserve				
16	1492 Moving to Work Demonstration				
17	1495.1 Relocation Costs				
18	1499 Development Activities				
19	1501 Collateralization Expenses or Debt Service	420,719	420,719	420,719	420,718.79
20	1502 Contingency				
21	Amount of Annual Grant: (sum of lines 2-20)	4,601,981	4,601,981	4,601,981	4,601,981.00
22	Amount of line 21 Related to LBP Activities	0	0	0	0
23	Amount of line 21 Related to Section 504 compliance	6,800	21,070	21,070	21,070
24	Amount of line 21 Related to Security –Soft Costs	205,198	206,548	206,548	206,548
25	Amount of Line 21 related to Security-- Hard Costs	50,000	9,001	9,001	9,001
26	Amount of line 21 Related to Energy Conservation Measures	652,258	701,202	701,202	701,202

Annual Statement/Performance and Evaluation Report

Capital Fund Program and Capital Fund Program Replacement Housing Factor (CFP/CFPRHF)

Part II: Supporting Pages

PHA Name: THE HOUSING AUTHORITY OF THE CITY OF PROVIDENCE, RI		Grant Type and Number Capital Fund Program Grant No: RI 43 P001 50102 Replacement Housing Factor Grant No:				Federal FY of Grant: 2002 For Period Ending: 31 December 2004			
Development Number Name/HA-Wide Activities	General Description of Major Work Categories	Dev. Acct No.	Quantity	Total Estimated Cost		Total Actual Cost		Status of Work	
				Original	Revised	Obligated	Expended		
Chad Brown	Refurbish Basketball Court Area	1450	N/A	22,339	22,339	22,339	22,339.00	completed	
001	Repair Steam Lines	1450	N/A	14,376	14,376	14,376	14,376.00	completed	
	Site Improvements Fence/Walks/Paving	1450	N/A	0	5,825	5,825	5,825.00	completed	
	Kitchens-Cabinets/Countertops	1460	15 units	11,000	27,321	27,321	27,321.47	ongoing	
	Gutters and Guards	1460	N/A	0	1,055	1,055	1,054.48	ongoing	
	Heating System Upgrade	1460	12 bldgs	0	9,757	9,757	9,757.00	ongoing	
	Appliance Purchases	1465	15 Units	4,500	10,075	10,075	10,075.00	ongoing	
				52,215	90,748	90,748	90,747.95		
Admiral Terrace	Landscaping	1450	N/A	26,070	26,070	26,070	26,070.00	completed	
001A	Kitchens-Cabinets/Countertops	1460	7 Units	7,700	4,667	4,667	4,667.50	ongoing	
	Building Controls	1460	N/A	5,500	1,535	1,535	1,535.00	in future year	
	Appliance Purchases	1465	7 Units	4,500	0	0	0.00	in future year	
	Replace Windows in Admin Bldg	1470	80 windows	35,000	78,232	78,232	78,231.80	completed	
	Repair Boiler Smoke Stack	1470	1 stack	15,000	6,816	6,816	6,816.00	completed	
				93,770	117,320	117,320	117,320.30		
Roger Williams	Site Improvements Fence/Walks/Paving	1450	N/A	0	8,450	8,450	8,450.00	completed	
002	Replace Boilers	1460	N/A	240,000	226,216	226,216	226,216.00	completed	
				240,000	234,666	234,666	234,666.00		
Codding Court	Building Controls	1460	N/A	7,500	0	0	0.00	cancelled	
003				7,500	0	0	0		

Annual Statement/Performance and Evaluation Report

Capital Fund Program and Capital Fund Program Replacement Housing Factor (CFP/CFPRHF)

Part II: Supporting Pages

PHA Name: THE HOUSING AUTHORITY OF THE CITY OF PROVIDENCE, RI		Grant Type and Number				Federal FY of Grant: 2002			
		Capital Fund Program Grant No: RI 43 P001 50102				For Period Ending: 31 December 2004			
		Replacement Housing Factor Grant No:							
Development Number Name/HA-Wide Activities	General Description of Major Work Categories	Dev. Acct No.	Quantity	Total Estimated Cost		Total Actual Cost		Status of Work	
				Original	Revised	Obligated	Expended		
Hartford Park	Fence/Walks/Paving/Site Furniture	1450	N/A	0	22,747	22,747	22,746.46	completed	
004/006/019	Elevator Repairs	1460	N/A	0	6,879	6,879	6,879.00	completed	
	Trash Chute Cleaning & Repairs	1460	1 chute	0	800	800	800.00	completed	
	Upgrade Heating System	1460	N/A	5,000	20,930	20,930	20,930.13	in future year	
	Replace Exterior Doors	1460	N/A	0	2,077	2,077	2,077.00	completed	
	Paint Exteriors of Phase III Buildings	1460	11 bldgs	42,500	104,008	104,008	104,008.07	completed	
	Retube Boilers	1460	N/A	17,995	17,995	17,995	17,995.00	completed	
	Building Controls	1460	N/A	3,500	0	0	0.00	planned	
	Repair Boiler Smoke Stack	1470	1 stack	15,000	12,761	12,761	12,761.00	completed	
	Upgrade façade FM Garage	1470	1 garage	50,000	0	0	0.00	in future year	
	Repair Boiler Room Floor Slab	1470	1 floor	50,000	85,611	85,611	85,611.05	completed	
	Bond Repayment-FM Bldg/Com Ctr	1501	N/A	420,719	420,719	420,719	420,718.79	payment made	
				604,714	694,527	694,527	694,526.50		
Manton Heights	Upgrade Domestic Hot Water	1460	1 system	160,000	154,012	154,012	154,011.53	completed	
005	Replace Panic Device Hardware	1460	6 doors	0	4,297	4,297	4,297.08	completed	
	Penthouse and Roof Repairs	1460	N/A	0	1,362	1,362	1,362.00	ongoing	
	Upgrade Heating System	1460	1 system	0	2,936	2,936	2,936.53	completed	
	Combustion Air Systems for Boilers	1460	1 system	0	2,636	2,636	2,635.86	in 50103	
	Admin Bldg/Comm Center Renovation	1470	1 bldg.	0	5,222	5,222	5,222.50	completed	
	Repair Boiler Smoke Stack	1470	1stack	15,000	11,921	11,921	11,921.00	completed	
				175,000	182,386	182,386	182,386.50		
Sunset Village	Building Controls	1460	N/A	1,500	5,259	5,259	5,259.00	completed	
007				1,500	5,259	5,259	5,259.00		

Annual Statement/Performance and Evaluation Report

Capital Fund Program and Capital Fund Program Replacement Housing Factor (CFP/CFPRHF)

Part II: Supporting Pages

PHA Name: THE HOUSING AUTHORITY OF THE CITY OF PROVIDENCE, RI		Grant Type and Number Capital Fund Program Grant No: RI 43 P001 50102 Replacement Housing Factor Grant No:				Federal FY of Grant: 2002 For Period Ending: 31 December 2004			
Development Number Name/HA-Wide Activities	General Description of Major Work Categories	Dev. Acct No.	Quantity	Total Estimated Cost		Total Actual Cost		Status of Work	
				Original	Revised	Obligated	Expended		
Dexter Manor I	Replace Floor Tile	1460	3 units	3,000	0	0	0.00	ongoing	
008	Upgrade Units - Kitchens and Baths	1460	N/A	0	3,417	3,417	3,416.57	ongoing	
	Trash Chute Cleaning & Repairs	1460	N/A	0	800	800	800.00	cleaning done	
	Building Controls	1460	N/A	3,000	0	0	0.00	in future years	
	Asbestos Abatement	1460	3 units	3,000	0	0	0.00	ongoing	
	Deferred Painting	1460	4 units	3,000	1,530	1,530	1,530.00	ongoing	
	Handicap Common Space Renovation	1470	N/A	0	900	900	900.00	completed	
	Construct Storage Shed	1470	1 shed	30,000	0	0	0.00	in 50105	
	Install Security Cameras/Card Readers	1470	N/A	10,000	0	0	0.00	in 50103	
				52,000	6,647	6,647	6,646.57		
Dominica Manor	Underground Sprinkler System	1450	1 system	0	998	998	997.50	completed	
009	Refurbish Elevator Lobbies	1460	15 lobbies	20,000	0	0	0.00	in future year	
	Trash Chute Cleaning & Upgrade	1460	1 chute	0	1,280	1,280	1,280.00	completed	
	Replace Floor Tile	1460	14 units	3,000	0	0	0.00	ongoing	
	Asbestos Abatement	1460	14 units	5,000	0	0	0.00	ongoing	
	Install Hand Railings (in Halls)	1460	N/A	30,000	0	0	0.00	in future year	
	Deferred Painting	1460	N/A	2,000	340	340	340.00	ongoing	
	Building Controls	1460	N/A	387	387	387	387.31	in future year	
	Install Security Cameras/Card Readers	1470	N/A	10,000	563	563	563.22	in 50105	
	Construct Storage Shed	1470	1 shed	30,000	0	0	0.00	in 50103	
				100,387	3,568	3,568	3,568.03		
Carroll Tower	Repair Repave Parking Lot	1450	1 lot	0	3,500	3,500	3,500.00	completed	
011	Repair/Replace Vent System	1460	1 system	0	85,724	85,724	85,723.58	in 50103	
	Trash Chute Cleaning & Repairs	1460	1 chute	0	1,280	1,280	1,280.00	completed	
	Deferred Painting	1460	6 units	2,000	0	0	0.00	ongoing	
	Repair PVI Hot Water Tank	1460	1 tank	3,000	2,291	2,291	2,291.04	completed	

Annual Statement/Performance and Evaluation Report

Capital Fund Program and Capital Fund Program Replacement Housing Factor (CFP/CFPRHF)

Part II: Supporting Pages

PHA Name: THE HOUSING AUTHORITY OF THE CITY OF PROVIDENCE, RI		Grant Type and Number				Federal FY of Grant: 2002			
		Capital Fund Program Grant No: RI 43 P001 50102				For Period Ending: 31 December 2004			
		Replacement Housing Factor Grant No:							
Development Number Name/HA-Wide Activities	General Description of Major Work Categories	Dev. Acct No.	Quantity	Total Estimated Cost		Total Actual Cost		Status of Work	
				Original	Revised	Obligated	Expended		
Carroll Tower	Upgrade Fire Pumps	1460	2 pumps	5,000	5,335	5,335	5,335.00	completed	
(continued)	Replace Generator	1460	1 generator	108,775	108,237	108,237	108,237.50	completed	
	Roof Replacement	1460	1 roof	0	35,216	35,216	35,215.80	completed	
	Replace Floor Tile	1460	3 units	3,000	0	0	0.00	ongoing	
	Install Security Cameras/Card Readers	1470	N/A	10,000	0	0	0.00	in 50103	
				131,775	241,583	241,583	241,582.92		
Kilmartin Plaza	Fence/Walks/Paving/Site Improvements	1450	N/A	0	4,000	4,000	4,000.00	completed	
012	Trash Chute Cleaning & Repairs	1460	1 chute	0	450	450	450.00	cleaned	
	Repair PVI Hot Water Tanks	1460	1 tank	0	191	191	190.94	completed	
	Deferred Painting	1460	8 units	3,000	0	0	0	ongoing	
	Replace Floor Tile	1460	2 units	2,000	0	0	0	ongoing	
	Building Controls	1460	N/A	2,000	0	0	0	completed	
	Install Security Cameras/Card Readers	1470	N/A	10,000	0	0	0.00	in 50103	
				17,000	4,641	4,641	4,640.94		
Parenti Villa	Handicapped Site Improvements	1450	N/A	6,800	0	0	0.00	previously done	
013	Repave/Sealcoat Parking Lot	1450	1 lot	0	3,200	3,200	3,200.00	completed	
	Trash Chute Cleaning & Repairs	1460	1 chute	0	2,380	2,380	2,380.00	completed	
	Replace Generator	1460	1 generator	107,225	106,432	106,432	106,432.50	completed	
	Repair/Replace Ventilation System	1460	N/A	150,000	156,402	156,402	156,402.00	also in 50103	
	Repair/Replace PVI Hot Water Tank	1460	1 tank	3,000	1,498	1,498	1,497.82	completed	
	Asbestos Abatement	1460	5 units	5,000	0	0	0.00	in 50103	
	Upgrade Handicap Units	1460	1 unit	6,800	6,800	6,800	6,800.00	completed	
	Upgrade Fire Pumps	1460	2 pumps	0	2,775	2,775	2,775.00	completed	
	Upgrade Fire Alarm System	1460	1 system	70,800	42,617	42,617	42,616.89	completed	
	Roof Replacement	1460	1 roof	0	12,580	12,580	12,579.85	completed	
	Handicap Common Space Renovation	1470	N/A	0	1,695	1,695	1,695.00	completed	
	Install Security Cameras/Card Readers	1470	N/A	10,000	938	938	937.62	in 50103	
				359,625	337,317	337,317	337,316.68		

Annual Statement/Performance and Evaluation Report

Capital Fund Program and Capital Fund Program Replacement Housing Factor (CFP/CFPRHF)

Part II: Supporting Pages

PHA Name: THE HOUSING AUTHORITY OF THE CITY OF PROVIDENCE, RI		Grant Type and Number				Federal FY of Grant: 2002			
		Capital Fund Program Grant No: RI 43 P001 50102				For Period Ending: 31 December 2004			
		Replacement Housing Factor Grant No:							
Development Number Name/HA-Wide Activities	General Description of Major Work Categories	Dev. Acct No.	Quantity	Total Estimated Cost		Total Actual Cost		Status of Work	
				Original	Revised	Obligated	Expended		
Dexter Manor II	Repave Parking Lot	1450	one lot	0	2,800	2,800	2,800.00	cancelled	
014	Upgrade Kitchens	1460	N/A	0	7,049	7,049	7,049.67	ongoing	
	Upgrade Handicapped Units	1460	N/A	0	1,589	1,589	1,588.70	ongoing	
	Replace Floor Covering--Admin	1470	N/A	2,370	1,960	1,960	1,960.00	completed	
				2,370	13,398	13,398	13,398.37		
Scattered Sites	Fencing	1450	N/A	0	53,932	53,932	53,932.00	completed	
017/021	Paint Buildings (1-17)	1460	8 units	27,000	2,550	2,550	2,550.00	in 50101	
	Paint Buildings (1-21)	1460	8 units	20,000	0	0	0.00	in 50101	
	Porch Rebuilding/Unit Renovation (1-17)	1460	12 units	187,813	187,813	187,813	187,813.32	completed	
	Renovate SS for Handicapped (1-17)	1460	2 structures	0	10,086	10,086	10,085.66	completed	
				234,813	254,381	254,381	254,380.98		
Authority-Wide	Operations	1406	N/A	920,396	920,396	920,396	920,396.00	completed	
	Computer System Software	1408	N/A	20,000	30,924	30,924	30,924.11	completed	
	Economic Development	1408	N/A	28,120	28,120	28,120	28,119.94	completed	
	Living Skills Coordinator	1408	N/A	52,900	52,900	52,900	52,900.00	completed	
	Police	1408	N/A	175,847	175,847	175,847	175,847.44	completed	
	Security Guards	1408	N/A	19,351	19,351	19,351	19,351.07	completed	
	CGP Administrative Costs	1410	N/A	460,198	460,198	460,198	460,198.00	completed	
	In-House Design	1410	N/A	189,498	189,498	189,498	189,497.83	completed	
	A&E Fees and Costs	1430	N/A	155,966	88,915	88,915	88,915.19	completed	
	LBP/Asbestos Testing	1430	N/A	5,000	19,913	19,913	19,913.00	completed	
	MOD Inspection Costs	1430	N/A	107,517	107,517	107,517	107,516.94	completed	
	Utility Surveys	1430	N/A	0	1,208	1,208	1,207.50	in future year	
	Tree Pruning	1450	N/A	0	14,963	14,963	14,962.50	completed	
	Asbestos Abatement	1460	N/A	75,263	49,001	49,001	49,001.25	ongoing	
	Replace Floor Tiles	1460	N/A	98,256	85,846	85,846	85,845.96	ongoing	

Annual Statement/Performance and Evaluation Report
Capital Fund Program and Capital Fund Program Replacement Housing Factor (CFP/CFPRHF)
Part II: Supporting Pages

PHA Name: THE HOUSING AUTHORITY OF THE CITY OF PROVIDENCE, RI		Grant Type and Number Capital Fund Program Grant No: RI 43 P001 50102 Replacement Housing Factor Grant No:				Federal FY of Grant: 2002 For Period Ending: 31 December 2004			
Development Number Name/HA-Wide Activities	General Description of Major Work Categories	Dev. Acct No.	Quantity	Total Estimated Cost Original Revised		Total Actual Cost Obligated Expended		Status of Work	
Authority-Wide (continued)	Deferred Painting	1460	N/A	85,000	5,750	5,750	5,750.00	ongoing	
	Elevator Improvements/Repairs	1460	N/A	5,000	13,330	13,330	13,330.00	ongoing	
	Card Access	1460	N/A	0	7,500	7,500	7,500.00	completed	
	Install Fall Protection-Boiler Rm OSHA	1470	4 rooms	30,000	0	0	0.00	in future year	
	Radios/Wireless Alarms	1475	N/A	10,000	11,350	11,350	11,350.29	completed	
	Computer Hardware	1475	N/A	25,000	28,728	28,728	28,728.27	completed	
	Office Furnishings	1475	N/A	6,000	5,817	5,817	5,817.26	completed	
	Maintenance Vehicles/Equipment	1475	N/A	60,000	98,468	98,468	98,467.71	completed	
				2,529,312	2,415,540	2,415,540	2,415,540.26		

CAPITAL FUND PROGRAM TABLES START HERE

Annual Statement/Performance and Evaluation Report Capital Fund Program and Capital Fund Program Replacement Housing Factor (CFP/CFPRHF) Part 1: Summary

PHA Name: THE HOUSING AUTHORITY OF THE CITY OF PROVIDENCE, RI	Grant Type and Number Capital Fund Program Grant No: RI 43 P001 50103 Replacement Housing Factor Grant No:	Federal FY of Grant: 2003
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Original Annual Statement
 Reserve for Disasters/ Emergencies
 Revised Annual Statement (revision no:)
 Performance and Evaluation Report for Period Ending: 12/31/04
 Final Performance and Evaluation Report

Line No	Summary by Development Account	Total Estimated Cost		Total Actual Cost	
		Original	Revised	Obligated	Expended
1	Total non-CFP Funds				
2	1406 Operations	757,287	757,287	757,287	757,287
3	1408 Management Improvements Soft Costs	246,500	239,817	239,279	220,262
	Management Improvements Hard Costs				
4	1410 Administration	499,643	499,643	499,643	384,201
5	1411 Audit				
6	1415 Liquidated Damages				
7	1430 Fees and Costs	211,500	352,890	346,420	142,679
8	1440 Site Acquisition				
9	1450 Site Improvement	116,000	47,479	5,000	0
10	1460 Dwelling Structures	725,901	953,784	645,074	382,273
11	1465.1 Dwelling Equipment—Nonexpendable	9,000	5,000	0	0
12	1470 Nondwelling Structures	505,000	324,279	4,313	318
13	1475 Nondwelling Equipment	280,500	173,152	166,698	155,845
14	1485 Demolition				
15	1490 Replacement Reserve				
16	1492 Moving to Work Demonstration				
17	1495.1 Relocation Costs	2,000	0	0	0
18	1499 Development Activities				
19	1501 Collateralization Expenses or Debt Expenses	433,106	433,106	433,106	433,106
20	1502 Contingency				
21	Amount of Annual Grant: (sum of lines 2-20)	3,786,437	3,786,437	3,096,820	2,475,971
22	Amount of line 21 Related to LBP Activities	10,000	40,000	35,929	6,142
23	Amount of line 21 Related to Section 504 compliance	3,000	0	0	0
24	Amount of line 21 Related to Security –Soft Costs	145,000	145,319	145,317	137,513
25	Amount of Line 21 related to Security-- Hard Costs	80,000	64,500	318	318
26	Amount of line 21 Related to Energy Conservation Measures	232,485	624,422	364,976	289,734

Annual Statement/Performance and Evaluation Report
Capital Fund Program and Capital Fund Program Replacement Housing Factor (CFP/CFPRHF)
Part II: Supporting Pages

PHA Name: THE HOUSING AUTHORITY OF THE CITY OF PROVIDENCE, RI		Grant Type and Number					Federal FY of Grant: 2003			
		Capital Fund Program Grant No: RI 43 P001 50103								
		Replacement Housing Factor Grant No:								
Development Number	General Description of Major Work Categories	Dev. Acct No.	Quantity	Total Estimated Cost		Total Actual Cost		Status of Work		
Name/HA-Wide Activities				Original	Revised	Obligated	Expended			
Chad Brown	Repair Steam Lines	1450	N/A	10,000	0	0	0	in future year		
001	Repoint/Seal Exterior Masonry	1460	20 bldgs	40,000	0	0	0	in future year		
	Replace Screens	1460	N/A	4,000	15,006	15,006	0	underway		
	Kitchens-Cabinets/Countertops	1460	10 units	11,000	11,000	485	485	underway		
	Deferred Painting	1460	5 units	4,000	0	0	0	in future year		
	Gutter Guards	1460	N/A	0	1,500	368	0	underway		
	Appliance Purchases	1465	10 units	4,500	2,500	0	0	planned		
				73,500	30,006	15,858	485			
Admiral Terrace	Repair Steam Lines	1450	N/A	10,000	5,000	0	0	planned		
001A	Repoint/Seal Exterior Masonry	1460	18 bldgs	36,000	0	0	0	in future year		
	Replace Screens	1460	N/A	4,000	8,651	8,651	0	underway		
	Kitchens-Cabinets/Countertops	1460	7 units	7,700	7,700	0	0	planned		
	Replace Floor Tile	1460	N/A	3,000	0	0	0	in future year		
	Deferred Painting	1460	N/A	5,000	0	0	0	in future year		
	Card Access/Cameras/Security Sys	1460	N/A	10,000	0	0	0	in future year		
	Appliance Purchases	1465	7 units	4,500	2,500	0	0	planned		
				80,200	23,851	8,651	0			
Roger Williams	Repair/Replace Smoke Hatches	1460	4 hatches	6,000	0	0	0	in future year		
002	Replace Boilers	1460	2 boilers	0	2,000	2,000	0	underway		
				6,000	2,000	2,000	0			

Annual Statement/Performance and Evaluation Report
Capital Fund Program and Capital Fund Program Replacement Housing Factor (CFP/CFPRHF)
Part II: Supporting Pages

PHA Name: THE HOUSING AUTHORITY OF THE CITY OF PROVIDENCE, RI		Grant Type and Number					Federal FY of Grant: 2003			
		Capital Fund Program Grant No: RI 43 P001 50103								
		Replacement Housing Factor Grant No:								
Development Number	General Description of Major Work Categories	Dev. Acct No.	Quantity	Total Estimated Cost		Total Actual Cost		Status of Work		
Name/HA-Wide Activities				Original	Revised	Obligated	Expended			
Hartford Park	Install Underground Conduit	1450	N/A	40,000	37,479	0	0	planned		
004/006/019	Seal/Repair Building Exterior @ 335	1460	1 bldg	250,000	0	0	0	in future year		
	Replace Screens	1460	N/A	0	7,900	7,900	0	underway		
	Reshingle/Repair Entrance Shed Roofs	1460	50 roofs	10,000	0	0	0	in future year		
	Install Handrails to Meet Code	1460	1 building	2,000	1,875	1,875	1,875	completed		
	Upgrade Handicapped Showers	1460	4 showers	3,000	0	0	0	in future year		
	Heating/Domestic HW System Upgrade	1460	1 system	50,000	60,000	46,743	28,612	underway		
	Install Fall Protection in Boiler Room	1470	1 room	0	4,000	3,995	0	completed		
	Renovate/Replace Comm. Center	1470	1 building	400,000	240,779	0	0	underway		
	Install Security Cameras/Card Readers	1470	N/A	10,000	12,000	0	0	bid package		
	Furniture for FM Bldg/Comm. Center	1475	N/A	200,000	75,000	74,171	73,748	underway		
	Bond Repayment	1501	N/A	433,106	433,106	433,106	433,106	completed		
				1,398,106	872,139	567,790	537,341			
Manton Heights	Replace Floor Tiles	1460	N/A	2,000	0	0	0	in future year		
005	Deferred Painting	1460	N/A	3,000	3,000	0	0	ongoing		
	Combustion Air System for Boilers	1460	1 system	0	205,000	0	0	design		
	New Roofs on Wood Buildings	1460	1 bldg	12,000	0	0	0	in future year		
	Repair/Replace Basement Access Doors	1460	5 buildings	0	5,000	4,130	0	underway		
	Building Controls	1460	N/A	0	1,000	429	429	underway		
	Upgrade Domestic Hot Water	1460	1 system	0	18,000	17,993	17,993	underway		
	Install Security Cameras/Card Readers	1470	N/A	10,000	10,000	318	318	bid package		
				27,000	242,000	22,870	18,740			
Sunset Village	Upgrade Domestic HW	1460	1 tank	15,000	0	0	0	in future year		
007				15,000	0	0	0			

Annual Statement/Performance and Evaluation Report
Capital Fund Program and Capital Fund Program Replacement Housing Factor (CFP/CFPRHF)
Part II: Supporting Pages

PHA Name: THE HOUSING AUTHORITY OF THE CITY OF PROVIDENCE, RI		Grant Type and Number					Federal FY of Grant: 2003			
		Capital Fund Program Grant No: RI 43 P001 50103								
		Replacement Housing Factor Grant No:								
Development Number	General Description of Major Work Categories	Dev. Acct No.	Quantity	Total Estimated Cost		Total Actual Cost		Status of Work		
Name/HA-Wide Activities				Original	Revised	Obligated	Expended			
Dexter Manor I 008	Exterior Security Lighting	1450	N/A	3,000	0	0	0	in future year		
	Replace Screens	1460	N/A	0	5,276	5,276	0	underway		
	Renovate Heating System	1460	1 system	0	10,000	0	0	planned		
	Install Security Cameras/Card Readers	1470	N/A	0	7,500	0	0	bid package		
	Community Room furnishings	1475	N/A	1,500	1,000	993	993	completed		
				4,500	23,776	6,268	993			
Dominica Manor 009	Exterior Security Lighting	1450	4 fixtures	2,000	0	0	0	in future year		
	Refinish/Replace Balcony Railings, Drains	1460	N/A	9,100	0	0	0	in future year		
	Repair heat Valves	1460	10 valves	0	14,000	13,147	13,147	underway		
	Install Security Cameras/Card Readers	1470	N/A	0	10,000	0	0	bid package		
				11,100	24,000	13,147	13,147			
Carroll Tower 011	Repair/Repave/Seal/Stripe Parking Lot	1450	1 lot	4,000	0	0	0	in future year		
	Exterior Security Lighting	1460	9 fixtures	15,000	0	0	0	in future year		
	Repair/Replace Ventilation System	1460	N/A	129,485	215,000	205,001	159,016	underway		
	Upgrade Fire Pumps	1460	2 pumps	0	450	450	0	completed		
	Install Security Cameras/Card Readers	1470	N/A	0	7,500	0	0	bid package		
	Construct Maintenance Storage Bldg.	1470	1 shed	30,000	0	0	0	in future year		
				178,485	222,950	205,451	159,016			
Kilmartin Plaza 012	Exterior Lighting	1450	8 fixtures	13,000	0	0	0	in future year		
	Window Replacement	1460	40 windows	4,000	0	0	0	in future year		
	Replace Screens	1460	N/A	4,000	0	0	0	in future year		
	Deferred Painting	1460	7 units	3,000	3,000	0	0	planned		
	Install Security Cameras/Card Readers	1470	N/A	0	10,000	0	0	bid package		

Annual Statement/Performance and Evaluation Report
Capital Fund Program and Capital Fund Program Replacement Housing Factor (CFP/CFPRHF)
Part II: Supporting Pages

PHA Name: THE HOUSING AUTHORITY OF THE CITY OF PROVIDENCE, RI		Grant Type and Number					Federal FY of Grant: 2003		
		Capital Fund Program Grant No: RI 43 P001 50103							
		Replacement Housing Factor Grant No:							
Development Number	General Description of Major Work Categories		Dev. Acct No.	Quantity	Total Estimated Cost		Total Actual Cost		Status of Work
Name/HA-Wide Activities					Original	Revised	Obligated	Expended	
Kilmartin Plaza	Construct Storage Shed		1470	1 shed	25,000	0	0	0	in future year
(continued)					49,000	13,000	0	0	
Parenti Villa	Exterior Security Lighting		1450	9 fixtures	15,000	0	0	0	in 50203
013	Repave/Seal Coat Parking Lot		1450	1 lot	4,000	0	0	0	completed in 50101
	Replace Floor Tile		1460	2 units	5,000	2,000	0	0	ongoing
	Upgrade Fire Pumps		1460	2 pumps	5,000	5,500	5,450	0	underway
	Building Controls		1460	N/A	5,000	500	198	198	underway
	Asbestos Abatement		1460	N/A	5,000	1,600	0	0	ongoing
	Deferred Painting		1460	N/A	5,000	3,000	0	0	ongoing
	Repair Replace Ventilation System		1460	1 system	0	85,500	76,043	70,339	underway
	Install Security Cameras/Card Readers		1470	N/A	0	7,500	0	0	bid package
	Construct Storage Shed		1470	1 shed	30,000	0	0	0	in future year
					74,000	105,600	81,691	70,537	
Dexter Manor II	Exterior Security Lighting		1450	2 fixtures	2,000	0	0	0	in future year
014	Repair/Replace Roof		1460	1 roof	10,000	0	0	0	in future year
	Replace Exterior Doors		1460	4 doors	2,000	0	0	0	in future year
	Replace Floor Covering		1460	8 units	10,116	0	0	0	in future year
	Upgrade Kitchens		1460	4 units	4,000	4,000	405	236	underway
	Replace Screens		1460	N/A	3,000	2,900	2,833	0	underway
					31,116	6,900	3,239	236	
Scattered Sites	Fencing		1450	N/A	8,000	0	0	0	completed in 50102
15, 17, 18, 21, 28,	Gutter Guards (Duplex) (1-17)		1460	N/A	5,000	0	0	0	in future year
29, 30, 31, 32, 33,	Gutter Guards (Duplex) (1-21)		1460	N/A	5,000	0	0	0	in future year
34, 35, 36, 37, 38,	Replace Floor Tile		1460	6 units	6,000	10,000	1,576	1,576	ongoing
39, 40, 41, 42, 43	Replace Floor Tile (1-21)		1460	3 units	3,500	0	0	0	merged with above
	Paint Building Exteriors		1460	6 duplexes	0	47,000	46,226	30,947	underway

Annual Statement/Performance and Evaluation Report
Capital Fund Program and Capital Fund Program Replacement Housing Factor (CFP/CFPRHF)
Part II: Supporting Pages

PHA Name: THE HOUSING AUTHORITY OF THE CITY OF PROVIDENCE, RI		Grant Type and Number					Federal FY of Grant: 2003		
		Capital Fund Program Grant No: RI 43 P001 50103							
		Replacement Housing Factor Grant No:							
Development Number	General Description of Major Work Categories	Dev. Acct No.	Quantity	Total Estimated Cost		Total Actual Cost		Status of Work	
Name/HA-Wide Activities				Original	Revised	Obligated	Expended		
Scattered Sites	Replace Heating Systems	1460	5 systems	0	10,000	5,841	0	underway	
(continued)	Replace Windows	1460	N/A	0	3,422	3,422	0	underway	
	Repair/Seal Foundation Cracks	1460	3 units	3,000	0	0	0	in future year	
	Install Carbon Monoxide Detectors	1460	24 units	2,000	0	0	0	in future year	
				32,500	70,422	57,066	32,524		
Authority-Wide	Operations	1406	N/A	757,287	757,287	757,287	757,287	completed	
	Computer System Software	1408	N/A	27,000	25,000	24,463	24,463	underway	
	Economic Development	1408	N/A	20,000	15,000	15,000	15,000	completed	
	Living Skills Coordinator	1408	N/A	54,500	54,500	54,500	43,288	underway	
	Police	1408	N/A	130,000	130,317	130,317	130,317	completed	
	Security Guards	1408	N/A	15,000	15,000	15,000	7,196	underway	
	CGP Administrative Costs	1410	N/A	378,643	378,643	378,643	263,201	underway	
	In-House Design	1410	N/A	121,000	121,000	121,000	121,000	completed	
	A&E Fees and Costs	1430	N/A	120,000	225,000	222,601	48,647	underway	
	LBP/Asbestos Testing	1430	N/A	5,000	40,000	35,929	6,142	underway	
	MOD Inspection Costs	1430	N/A	86,500	87,890	87,890	87,890	completed	
	Tree Pruning	1450	N/A	5,000	5,000	5,000	0	planned	
	Replace Floor Tiles	1460	N/A	0	57,000	53,357	32,803	underway	
	Elevator Repairs	1460	N/A	0	6,000	5,816	0	underway	
	Deferred Painting	1460	N/A	0	60,000	55,755	2,690	underway	
	Asbestos Abatement	1460	N/A	0	60,004	58,699	21,925	underway	
	LBP Abatement	1460	N/A	5,000	0	0	0	in future year	
	Install Fall Protection in Boiler Rm-OSHA	1470	N/A	0	15,000	0	0	design	
	Computer Hardware	1475	N/A	25,000	45,000	40,918	31,785	underway	
	Office Furnishings	1475	N/A	4,000	1,995	460	0	underway	
	Maintenance Vehicles/Equipment	1475	N/A	50,000	50,157	50,157	49,320	underway	
	Relocation	1495	N/A	2,000	0	0	0	in future year	
				1,805,930	2,149,793	2,112,790	1,642,952		

Annual Statement/Performance and Evaluation Report
Capital Fund Program and Capital Fund Program Replacement Housing Factor (CFP/CFPRHF)
Part III: Implementation Schedule

PHA Name: THE HOUSING AUTHORITY OF THE CITY OF PROVIDENCE, RI			Grant Type and Number Capital Fund Program No: RI 43 P001 50103 Replacement Housing Factor No:				Federal FY of Grant: 2003 For Period Ending: 31 December 2004	
Development Number Name/HA-Wide Activities	All Fund Obligated (Quarter Ending Date)			All Funds Expended (Quarter Ending Date)			Reasons for Revised Target Dates	
	Original	Revised	Actual	Original	Revised	Actual		
Chad Brown	9/30/2005			9/30/2006	9/30/2007			
Admiral Terrace	9/30/2005			9/30/2006	9/30/2007			
Roger Williams	9/30/2005			9/30/2006	9/30/2007			
Hartford Park	9/30/2005			9/30/2006	9/30/2007			
Manton Heights	9/30/2005			9/30/2006	9/30/2007			
Dexter Manor I	9/30/2005			9/30/2006	9/30/2007			
Dominica Manor	9/30/2005			9/30/2006	9/30/2007			
Carroll Tower	9/30/2005			9/30/2006	9/30/2007			
Kilmartin Plaza	9/30/2005			9/30/2006	9/30/2007			
Parenti Villa	9/30/2005			9/30/2006	9/30/2007			
Dexter Manor II	9/30/2005			9/30/2006	9/30/2007			
Scattered Sites	9/30/2005			9/30/2006	9/30/2007			
Authority Wide	9/30/2005			9/30/2006	9/30/2007			

CAPITAL FUND PROGRAM TABLES START HERE

Annual Statement/Performance and Evaluation Report Capital Fund Program and Capital Fund Program Replacement Housing Factor (CFP/CFPRHF) Part 1: Summary

PHA Name: THE HOUSING AUTHORITY OF THE CITY OF PROVIDENCE, RI	Grant Type and Number Capital Fund Program Grant No: RI 43 P001 50203 Replacement Housing Factor Grant No:	Federal FY of Grant: 2003
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Original Annual Statement Reserve for Disasters/ Emergencies
 Revised Annual Statement (revision no:)
 Performance and Evaluation Report for Period Ending: 12/31/04
 Final Performance and Evaluation Report

Line No	Summary by Development Account	Total Estimated Cost		Total Actual Cost	
		Original	Revised	Obligated	Expended
1	Total non-CFP Funds				
2	1406 Operations	150,925	150,925	150,925	150,925.00
3	1408 Management Improvements Soft Costs	0	0	0	0.00
	Management Improvements Hard Costs	0	0	0	0.00
4	1410 Administration	95,462	95,462	95,462	20,000.00
5	1411 Audit	0	0	0	0
6	1415 Liquidated Damages	0	0	0	0
7	1430 Fees and Costs	0	0	0	0
8	1440 Site Acquisition	0	0	0	0
9	1450 Site Improvement	0	20,000	0	0.00
10	1460 Dwelling Structures	508,236	288,236	0	0.00
11	1465.1 Dwelling Equipment—Nonexpendable	0	0	0	0
12	1470 Nondwelling Structures	0	200,000	0	0
13	1475 Nondwelling Equipment	0	0	0	0
14	1485 Demolition	0	0	0	0
15	1490 Replacement Reserve	0	0	0	0
16	1492 Moving to Work Demonstration	0	0	0	0
17	1495.1 Relocation Costs	0	0	0	0
18	1499 Development Activities	0	0	0	0
19	1502 Contingency	0	0	0	0
20	Amount of Annual Grant: (sum of lines 2-19)	754,623	754,623	246,387	170,925.00
21	Amount of line 20 Related to LBP Activities	0	0		
22	Amount of line 20 Related to Section 504 compliance	0	0		
23	Amount of line 20 Related to Security –Soft Costs	0	0		
24	Amount of Line 20 related to Security-- Hard Costs	0	0		
25	Amount of line 20 Related to Energy Conservation Measures	0	0		
26	Collateralization Expenses or Debt Service	0	0		

Annual Statement/Performance and Evaluation Report

Capital Fund Program and Capital Fund Program Replacement Housing Factor (CFP/CFPRHF)

Part II: Supporting Pages

PHA Name: THE HOUSING AUTHORITY OF THE CITY OF PROVIDENCE, RI		Grant Type and Number				Federal FY of Grant: 2003			
		Capital Fund Program Grant No: RI 43 P001 50203							
		Replacement Housing Factor Grant No:							
Development Number Name/HA-Wide Activities	General Description of Major Work Categories	Dev. Acct No.	Quantity	Total Estimated Cost		Total Actual Cost		Status of Work	
				Original	Revised	Obligated	Expended		
Chad Brown 001	Heating System Upgrade	1460	N/A	<u>418,236</u>	<u>0</u>	<u>0</u>	<u>0.00</u>	in future year	
				418,236	0	0	0		
Hartford Park 004/006/019	Seal/Repair 335 Hartford Bldg Exterior	1460	1 building	0	288,236	<u>0</u>	<u>0.00</u>	design	
	Renovate/Replace Community Center	1470	1 building	<u>0</u>	<u>200,000</u>	<u>0</u>	<u>0.00</u>	underway	
				0	488,236	0	0		
Carroll Tower 11	Repair/Replace Ventilation System	1460	N/A	<u>90,000</u>	<u>0</u>			in prior year	
				90,000	0				
Parenti Villa 013	Exterior Security Lighting	1450	N/A	<u>0</u>	<u>20,000</u>	<u>0</u>	<u>0.00</u>	planned	
				0	20,000	0	0		
Authority-Wide	Operations	1406	N/A	150,925	150,925	150,925	150,925.00	completed	
	CGP Administrative Costs	1410	N/A	75,462	75,462	75,462	0.00	underway	
	In-House Design	1410	N/A	<u>20,000</u>	<u>20,000</u>	<u>20,000</u>	<u>20,000.00</u>	completed	
				246,387	246,387	246,387	170,925.00		

Annual Statement/Performance and Evaluation Report
Capital Fund Program and Capital Fund Program Replacement Housing Factor (CFP/CFPRHF)
Part III: Implementation Schedule

PHA Name: THE HOUSING AUTHORITY OF THE CITY OF PROVIDENCE, RI							Federal FY of Grant: 2003
Development Number Name/HA-Wide Activities	All Fund Obligated (Quarter Ending Date)			All Funds Expended (Quarter Ending Date)			Reasons for Revised Target Dates
	Original	Revised	Actual	Original	Revised	Actual	
Chad Brown	2/13/2006			2/13/2008			
Admiral Terrace	2/13/2006			2/13/2008			
Roger Williams	2/13/2006			2/13/2008			
Hartford Park	2/13/2006			2/13/2008			
Manton Heights	2/13/2006			2/13/2008			
Dexter Manor I	2/13/2006			2/13/2008			
Dominica Manor	2/13/2006			2/13/2008			
Carroll Tower	2/13/2006			2/13/2008			
Kilmartin Plaza	2/13/2006			2/13/2008			
Parenti Villa	2/13/2006			2/13/2008			
Dexter Manor II	2/13/2006			2/13/2008			
Scattered Sites	2/13/2006			2/13/2008			
Authority Wide	2/13/2006			2/13/2008			

CAPITAL FUND PROGRAM TABLES START HERE

Annual Statement/Performance and Evaluation Report Capital Fund Program and Capital Fund Program Replacement Housing Factor (CFP/CFPRHF) Part 1: Summary

PHA Name: THE HOUSING AUTHORITY OF THE CITY OF PROVIDENCE, RI	Grant Type and Number Capital Fund Program Grant No: RI 43 P001 50104 Replacement Housing Factor Grant No:	Federal FY of Grant: 2004
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Original Annual Statement
 Reserve for Disasters/ Emergencies
 Revised Annual Statement (revision no:)
 Performance and Evaluation Report for Period Ending: 12/31/04
 Final Performance and Evaluation Report

Line No	Summary by Development Account	Total Estimated Cost		Total Actual Cost	
		Original	Revised	Obligated	Expended
1	Total non-CFP Funds				
2	1406 Operations	877,020	877,021	877,020	877,020
3	1408 Management Improvements Soft Costs	266,000	241,000	201,000	24,157
4	1410 Administration	592,510	592,510	592,510	29,674
5	1411 Audit				
6	1415 Liquidated Damages				
7	1430 Fees and Costs	285,000	240,000	90,000	33,660
8	1440 Site Acquisition				
9	1450 Site Improvement	78,000	274,500	0	0
10	1460 Dwelling Structures	1,718,604	1,432,103	0	0
11	1465.1 Dwelling Equipment—Nonexpendable	9,000	0	0	0
12	1470 Nondwelling Structures	40,000	34,000	0	0
13	1475 Nondwelling Equipment	90,000	90,000	0	0
14	1485 Demolition	0	175,000	0	0
15	1490 Replacement Reserve				
16	1492 Moving to Work Demonstration				
17	1495.1 Relocation Costs	0	0	0	0
18	1499 Development Activities				
19	1501 Collateralization Expenses or Debt Expenses	428,969	428,969	428,969	0
20	1502 Contingency				
21	Amount of Annual Grant: (sum of lines: 2 to 20)	4,385,103	4,385,103	2,189,499	964,511
22	Amount of line 22 Related to LBP Activities	5,000	10,000	0	0
23	Amount of line 22 Related to Section 504 compliance	21,000	5,000	0	0
24	Amount of line 22 Related to Security –Soft Costs	150,000	150,000	145,000	24,157
25	Amount of Line 22 related to Security-- Hard Costs	53,000	66,000	0	0
26	Amount of line 22 Related to Energy Conservation Measures	610,000	332,603	0	0

Annual Statement/Performance and Evaluation Report
Capital Fund Program and Capital Fund Program Replacement Housing Factor (CFP/CFPRHF)
Part II: Supporting Pages

PHA Name: THE HOUSING AUTHORITY OF THE CITY OF PROVIDENCE, RI		Grant Type and Number Capital Fund Program Grant No: RI 43 P001 50104 Replacement Housing Factor Grant No:				Federal FY of Grant: 2004		
Development Number Name/HA-Wide Activities	General Description of Major Work Categories	Dev. Acct No.	Quantity	Total Estimated Cost Original Revised		Total Actual Cost Obligated Expended		Status of Work
Chad Brown 001	Kitchens-Cabinets/Countertops	1460	11 units	11,000	0			in future year
	Heating System Upgrade	1460	11 bldgs	527,000	0			in future year
	Repoint/Seal Exterior Masonry	1460	2 bldgs	0	4,000			planned
	Appliance Purchases	1465	11 units	4,500	0			in future year
				542,500	4,000	0	0	
Admiral Terrace 001A	Site Improvements/Concrete Sidewalks	1450	N/A	4,000	0			in future year
	Kitchens-Cabinets/Countertops	1460	7 units	7,700	0			in future year
	Replace Floor Tile	1460	2 units	0	2,000			planned
	Appliance Purchases	1465	7 units	4,500	0			in future year
				16,200	2,000	0	0	
Roger Williams 002	Replace Floor Tile	1460	4 units	5,000	0			in future year
	Common Hallway Security Lighting	1460	N/A	3,000	0			in future year
	Repair/Replace Exit Signs	1460	N/A	3,000	0			in future year
	Asbestos Abatement (tile)	1460	4 units	5,000	0			in future year
	Install Backflow Valves	1460	1 valve	1,500	0			in future year
	Bathroom Renovations	1460	2 units	3,000	0			in future year
	Card Access/Cameras/Security System	1460	N/A	10,000	0			in future year
				30,500	0	0	0	
Codding Court 003	Card Access/Cameras/Security System	1470	N/A	10,000	7,000			out to bid
				10,000	7,000	0	0	
Hartford Park 004/006/019	Barry Rd. Site Improvements	1450	N/A	0	225,000			design
	Seal/Repair Building Exterior-335 Hart.	1460	1 bldg	540,831	300,000			design
	Replace Screens	1460	N/A	8,000	0			in 50103
	Replace Exterior Doors	1460	8 doors	4,000	0			in future year
	Trash Chute Cleaning & Repairs	1460	1 chute	8,000	0			in prior year
	Master Antenna/Video System	1460	1 system	50,000	0			in future year
	Heating/DHW Systems Upgrade	1460	1 system	0	200,000			design
	Upgrade Electrical System	1460	1 system	0	8,000			planned
	Renovate/Replace Community Center	1460	1 bldg	0	265,500			underway
	Reshingle/Repair Entrance Shed Roofs	1460	N/A	0	8,000			planned
	Install Security Cameras/Card Readers	1470	N/A	20,000	19,000			out to bid
Demolition - Barry Road Site	1485			0	175,000			

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Development Number Name/HA-Wide Activities	General Description of Major Work Categories	Dev. Acct No.	Quantity	Total Estimated Cost		Total Actual Cost		Status of Work	
				Original	Revised	Obligated	Expended		
Hartford Park	Bond Repayment	1501	N/A	428,969	428,969	428,969	0	underway	
(continued)				1,059,800	1,629,469	428,969	0		
Manton Heights	Replace/Repair Gas Lines	1450	N/A	30,000	0			in future year	
005	Landscaping	1450	N/A	4,000	0			in future year	
	New Roofs on Wood Buildings	1460	1 bldg	16,000	12,000			planned	
	Penthouse and Roof Repairs	1460	N/A	10,000	0			in future year	
	Replace Screens	1460	N/A	5,000	0			in future year	
	Replace Panic Devices	1460	6 doors	2,000	2,000			planned	
	Combustion Air System for Boilers	1460	1 system	30,000	0			in prior year	
	Upgrade Fire Alarm in Admin Bldg	1470	1 system	0	8,000			planned	
	Card Access/Cameras/Security System	1470	N/A	10,000	0			in future year	
				107,000	22,000	0	0		
Dexter Manor I	Replace Screens	1460	N/A	5,000	0			in prior year	
008	Building Exterior Doors	1460	6 doors	3,000	0			in future year	
	Upgrade Kitchens	1460	5 units	5,000	5,500			planned	
	Replace Floor Tile	1460	6 units	5,000	3,600			planned	
	Trash Chute Cleaning & Repairs	1460	1 system	5,000	0			done in prior yr.	
	Renovate Heating System	1460	1 system	0	332,603			design	
	Asbestos Abatement	1460	4 units	0	6,400			planned	
	Install Backflow Valves	1460	4 valves	6,000	0			in future year	
				29,000	348,103	0	0		
Dominica Manor	Trash Chute Cleaning & Upgrading	1460	1 system	4,000	0			done in prior yr.	
009	Install Backflow Valves	1460	5 Valves	7,000	0			in future year	
	Repair Heat Valves	1460	N/A	3,000	0			done in prior yr.	
				14,000	0	0	0		
Carroll Tower	Exterior Security Lighting	1450	N/A	0	20,000			planned	
011	Trash Chute Cleaning & Repairs	1460	1 system	4,000	0			done in prior yr.	
	Install Backflow Valves	1460	3 valves	4,000	0			in future year	
	Asbestos Abatement	1460	4 units	0	6,400			planned	
	Replace Floor Tile	1460	4 units	0	3,600			planned	
	Upgrade Switch Gear and Fuses	1460	N/A	0	7,500			planned	
				8,000	37,500	0	0		

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Development Number Name/HA-Wide Activities	General Description of Major Work Categories	Dev. Acct No.	Quantity	Total Estimated Cost		Total Actual Cost		Status of Work
				Original	Revised	Obligated	Expended	
Kilmartin Plaza 012	Exterior Security Lighting	1450		0	20,000			planned
	Replace Floor Tile	1460	4 units	6,000	3,600			planned
	Trash Chute Cleaning & Repairs	1460	1 system	4,000	0			done in prior yr.
	Asbestos Abatement	1460	4 units	0	6,400			planned
	Install Backflow Valves	1460	3 valves	4,000	0			in future year
				14,000	30,000	0	0	
Parenti Villa 013	Replace Floor Tile	1460	4 units	0	3,600			planned
	Trash Chute Cleaning & Repairs	1460	1 system	4,000	0			done in prior yr.
	Asbestos Abatement	1460	4 units	0	6,400			planned
	Upgrade Main Fuses	1460	N/A	0	5,000			planned
	Install Backflow Valves	1460	4 valves	4,573	0			in future year
				8,573	15,000	0	0	
Dexter Manor II 014	Upgrade Handicapped Units	1460	N/A	8,000	0			in future year
	Replace Floor Covering	1460	3 units	0	3,000			planned
	Deferred Painting	1460	5 units	4,000	0			in future year
				12,000	3,000	0	0	
Scattered Sites 017	Fencing	1450	N/A	10,000	0			done in prior yr.
	Building Repairs (1-17)	1460	N/A	145,000	150,000			planned
	Paint Buildings; Rebuild/Repair Proches							
	Replace Domestic Hot Water Tanks							
	Repair/Seal Foundation Cracks							
	Install Carbon Monoxide Detectors							
	Replace Windows, Deferred Painting							
Install Vinyl Flooring								
021	Fencing	1450	N/A	10,000	0			done in prior yr.
	Building Repairs (1-21)							
	Rebuild/Repair Porches	1460	N/A	100,000	44,000			planned
	Paint Buildings							
	Replace Domestic Hot Water Tanks							
	Repair/Seal Foundation Cracks							
	Install Carbon Monoxide Detectors							
Replace Windows, Deferred Painting								
Install Vinyl Siding, Install Vinyl Flooring								

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Development Number Name/HA-Wide Activities	General Description of Major Work Categories	Dev. Acct No.	Quantity	Total Estimated Cost		Total Actual Cost		Status of Work	
				Original	Revised	Obligated	Expended		
Scattered Sites	Fencing	1450	N/A	10,000	0			done in prior yr.	
15, 18, 28, 29, 30,	<i>Building Repairs (All Projects)</i>	1460	N/A	100,000	10,000			planned	
31, 32, 33, 34, 35,	Paint Buildings, Replace Domestic Hot			375,000	204,000	0	0		
36, 37, 38, 39, 40,	Water Tanks, Repair/Seal Foundation								
41, 42, 43	Cracks, Install Carbon Monoxide								
	Detectors, Deferred Painting								
Authority-Wide	Operations	1406	N/A	877,020	877,021	877,020	877,020	completed	
	Computer System Software	1408	N/A	25,000	25,000			planned	
	Economic Development	1408	N/A	20,000	0			in future year	
	Living Skills Coordinator	1408	N/A	56,000	56,000	56,000		underway	
	Police	1408	N/A	130,000	130,000	130,000	24,157	underway	
	Security Guards	1408	N/A	15,000	15,000	15,000		underway	
	Pest Control Program	1408	N/A	20,000	15,000			planned	
	CGP Administrative Costs	1410	N/A	438,510	438,510	438,510		underway	
	In-House Design	1410	N/A	154,000	154,000	154,000	29,674	underway	
	Digitize Building Plans	1430	N/A	20,000	25,000			planned	
	A&E Fees and Costs	1430	N/A	150,000	100,000			planned	
	LBP/Asbestos Testing	1430	N/A	5,000	5,000			planned	
	MOD Inspection Costs	1430	N/A	90,000	90,000	90,000	33,660	underway	
	Utility Surveys	1430	N/A	20,000	20,000			planned	
	Identification Signs	1450	N/A	5,000	4,500			planned	
	Handicapped Site Improvements	1450	N/A	5,000	5,000			planned	
	Asbestos Abatement	1460	N/A	10,000	10,800			planned	
	Elevator Improvements/Repairs	1460	N/A	15,000	10,000			planned	
	Replace Floor Tiles	1460	N/A	0	7,200			planned	
	Handicapped Unit Modifications	1460	N/A	8,000	0			in future year	
	LBP Abatement	1460	N/A	5,000	5,000			planned	
	Computer Hardware	1475	N/A	25,000	25,000			planned	
	Radios/Telecommunications/Alarms	1475	N/A	5,000	5,000			planned	
	Maintenance Vehicles/Equipment	1475	N/A	60,000	60,000			planned	
				2,158,530	2,083,031	1,760,530	964,511		

