OMB Approval No: 2577-0226
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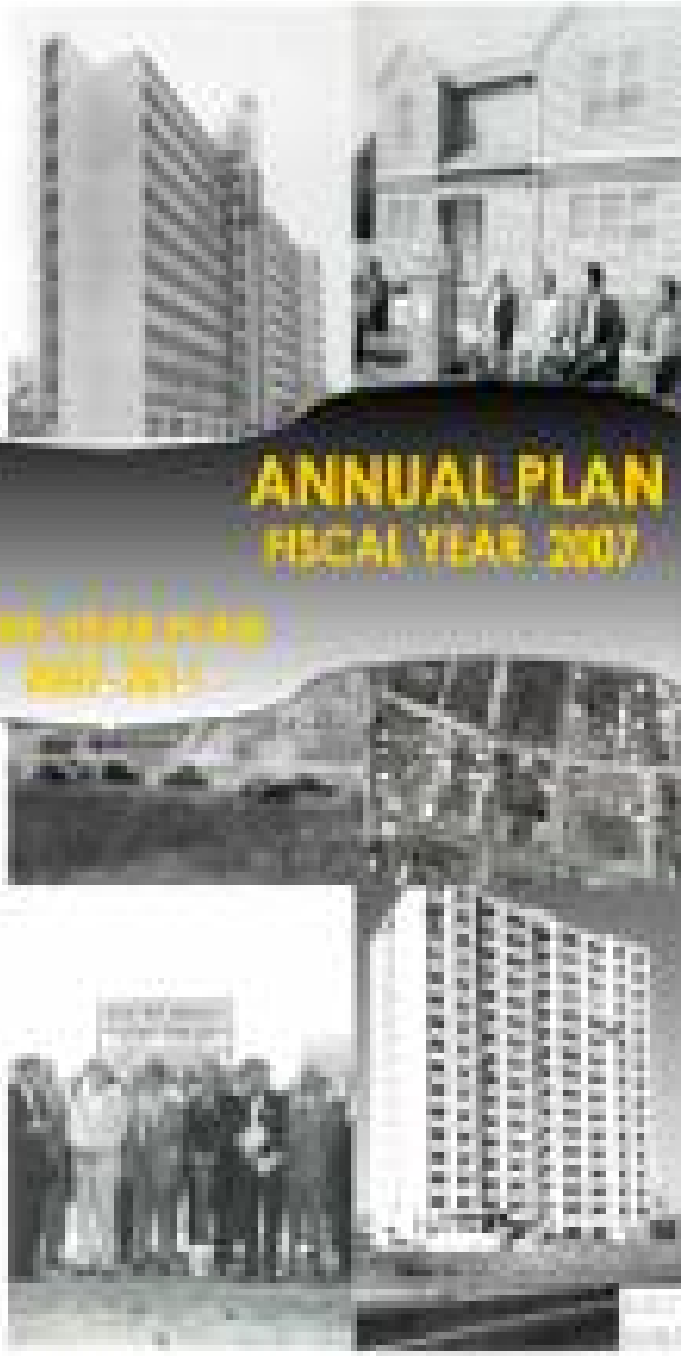
PROVIDENCE HOUSING AUTHORITY



ANNUAL PLAN
FISCAL YEAR 2007

100 BROAD STREET PROVIDENCE, RHODE ISLAND 02903

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

PHA Plans

Annual Plan for Fiscal Year 2007

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PROVIDENCE HOUSING AUTHORITY
ANNUAL PLAN
FY2007
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PHA Plan
Agency Identification

PHA Name: Providence PHA Number: RI001

PHA Fiscal Year Beginning: 1 July 2007

PHA Programs Administered:

☒**Public Housing and Section 8** ☐**Section 8 Only** ☐**Public Housing Only**

Number of public housing units: Number of S8 units: Number of public housing units: Number of S8 units:

☐PHA Consortia: (check box if submitting a joint PHA Plan and complete table)

Participating PHAs	PHA Code	Program(s) Included in the Consortium	Programs Not in the Consortium	# of Units Each Program
Participating PHA 1:				
Participating PHA 2:				
Participating PHA 3:				

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 2007 - 2012
(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:**

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

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:
- Seek additional allocation of HCV when available

☒ Reduce public housing vacancies:
- Reduce unit turnaround time (UTO)
- Pre-lease units prior to UTO
- Maintain an adequate number of ready-to-lease folders at each site
- Accept deferred security deposits

☒ Leverage private or other public funds to create additional housing opportunities:
- Continue to partner with for-profit housing developers to maximize the development of affordable housing.
- Use tax credits to develop additional affordable housing units
- Utilize replacement housing program (RHP) to create an additional four units of affordable housing.
- Utilize project-based Section 8 Program to assist non-profit CDCs create additional affordable housing.

☒ Acquire or build units or developments
- Use currently owned PHA property to develop four units of affordable housing using tax credits and RHP.

☒ Other (list below):
- Partner with other housing organizations to advocate for additional funds for affordable housing
- Serve on other boards, commissions and other organizations that promote, develop and finance affordable housing.
-

☒ **PHA Goal: Improve the quality of assisted housing**

Objectives:

☒ Improve public housing management: (PHAS score)
- Advocate for the Congress, Administration and HUD to provide adequate funding for the public housing program, which has been inadequately funded over the last several years resulting in a diminution of the PHAS Financial indicators

- Advocate for utility year-end adjustments without which the PHA is required to use meager operating reserves.
- Advocate for changes in PHAS Physical Inspection protocol which result in a diminution of the score for reasons beyond the PHA's control or are a result of HUD policy.

☒ Improve voucher management: (SEMAP score)
- Maximum score received four consecutive years.

☒ Increase customer satisfaction:
- Conduct monthly Resident-Management meetings at each PHA development
- Conduct training for staff on customer service
- Conduct follow-up surveys of HUD's annual resident survey in those areas which score low to attempt to isolate issues and concerns.
- Conduct directed interviews with both formal and informal resident leaders.
- Conduct focus groups with various PHA constituencies to determine level of customer satisfaction.
- Advocate for change of wording in HUD's Resident Satisfaction Survey to clarify meaning of terms and to eliminate ambiguity and vague terms.
- Provide information to residents through various means of communication, including monthly newsletters, postings on site bulletin boards and "open door" policy at each development office.
- Maintain or exceed response times for routine and emergency work orders, as posted in the PHA's Performance management and Accountability Plan.
- Provide a formalized method for residents to submit complaints about issues and concerns.
- Conduct annual hot dog roasts at each PHA development.
- Conduct holiday parties at each PHA development.

☒ Concentrate on efforts to improve specific management functions:
- Implement asset-based management plan by 1 July 2007
- Conduct site audits at all PHA developments (Housing Management) during the fiscal year.
- Implement Energy Performance Contracting Plan
- Revise and distribute new Employee Handbook
- Revise all departmental standard operating procedures
- Continue effort to improve unit turnaround times
- Have as many units available for occupancy and on-line by limiting the number of dwellings units available for resident associations, use by third-party providers and police for undercover operations.
- Resume and complete a five-year Strategic Plan for the PHA.

- Update and revise the PHA's Performance Management and Accountability Plan to reflect changes resulting from Project-based Management and Accounting.
- Update the PHA's Resident Services Department's Service Plan.

☒ Renovate or modernize public housing units:
- Update annual Physical Needs Assessment
- Revise and publish PHA's One- Five- and Twenty-Year Capital Needs Plan.
    - Disaggregate plan by developments (Asset Management Projects (AMPS)) to comply with Asset-Based Management dictates of HUD
- Apply for Capital Funds bond draw-down from HUD to undertake specific projects in multi-year Capital Improvement Plan
    - Site improvements at Hartford Park and Chad/Ad/Sun developments
    - Fire safety improvements at various developments
    - Safety improvements to exterior of high-rise building at Hartford Park

☒ Demolish or dispose of obsolete public housing:
- Possible disposition of portion of site (Dominica Manor) for construction of privately-owned condominiums. Disposition does not affect buildings but will affect parking areas that will be replaced.

☒ Provide replacement public housing:
- Provide additional replacement housing for units sold or demolished using Replacement Housing Program and LIHTC funds.

☒ Provide replacement vouchers:
- Apply for replacement housing voucher funds to make up for loss of vouchers as a result of HUD's formula-based financing of HCV Program.

☒ Other: (list below)
- Continue to partner with other for-profit and non-profit organizations promoting and developing affordable housing.

☒ **PHA Goal: Increase assisted housing choices**

Objectives:

☒ Provide voucher mobility counseling:
- Encourage and advise participants in voucher program during briefing for new voucher holders.
- Post information about other housing jurisdictions
- Provide information on voucher mobility in semi-annual newsletters to participants.

☒ Conduct outreach efforts to potential voucher landlords
- Conduct a landlord briefing extolling the benefits of being a Section 8 landlord.
- Conduct a marketing campaign to identify potential Section 8 landlords

☒ Increase voucher payment standards

☒ Implement voucher homeownership program:
- Provide information about Section 8 Homeownership Program at each Section 8 pre-issuance briefing.
- Continue to conduct homeownership sessions for interested Section 8 voucher holders for Section 8 Homeownership Program that was created four years ago.

☒ Implement public housing or other homeownership programs:
- Determine whether other public housing units in current inventory may be added to the 5(h) Public Housing Homeownership Program.
- Conduct analysis of the existing program to determine its strengths and weaknesses and what, if any, changes have to be made to make it more successful.

☐ Implement public housing site-based waiting lists:
☐ Convert public housing to vouchers:

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:
- Conduct study of current wait list to determine the income range of families waiting for public housing.
- Determine if the staff should recommend income targeting as a means to "de-concentrate" incomes at PHA developments (current analysis indicates there Is not a concentration of higher-income residents at any PHA development. Most applicants have incomes that are < 30% of MFI.)
- Determine whether staff should recommend an income preference for admission to public housing.

☐ 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:

- Continue to upgrade door Access Card System at PHA Elderly and Disabled developments.
- Upgrade and expand surveillance camera system at all high-rise elderly and disabled developments to include: community rooms, laundry rooms, vending machine areas.
- Install surveillance cameras in key high-crime and activity areas a those family developments which are currently not on the PHA's security system.
- Expand surveillance camera coverage at those developments that currently have surveillance cameras installed.
- Conduct Safety and Security presentations at all PHA developments at least once annually.
- Conduct and update current Security Operations Plan for all PHA developments
- Expand the number of Resident Crime Watch programs
- Conduct training for Resident Crime Watch groups at those sites conducting Crime Watches.
- Conduct regular briefings for local Police Department District Commanders on intelligence gathered at PHA developments.
- Track all incidents of crime (Part I & Part II crimes) at all PHA developments
- Seek no trespass orders from the local court for those persons who have conducted criminal activity on PHA property.
- Have all PPD-PHU police officers attend monthly Resident-Management meetings in their respective developments.
- Continue to maintain an anonymous 24-hour/day telephone number for residents to contact about criminal activity.
- See PHA *Performance Management and Accountability Plan* for performance standards for Security Operations and other goals and objectives of the department related to security issues.

☒ Designate developments or buildings for particular resident groups (elderly, persons with disabilities)

- Reapply every five years to maintain two out of six elderly/disabled developments as "Elderly-Only"

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:
- Continue to maintain a preference for working families (One out of every four admissions).
- Market and enroll as many residents (PH & Section 8) in the Family Self-Sufficiency Program.
- Conduct an Office Skills class for residents at least twice/year.
- Conduct citizenship classes for PHA residents to improve theor employment marketability.
- Conduct GED/ABE courses to increase the employment marketability of PHA and Section 8 residents.
- Conduct computer literacy classes for PHA residents and their children.

☒ Provide or attract supportive services to improve assistance recipients' employability:
- See above and refer to the PHA's Resident Services Department's Service Plan.

☒ Provide or attract supportive services to increase independence for the elderly or families with disabilities.
- See above and the PHA's Resident Services Department's Service Plan.

☒ Other: (list below)
- The PHA offers directly, or through third-party providers, a plethora of programs to promote resident self-sufficiency. However, due to HUD's retrenchment in funding and real concern for these issues, there has been a diminution in the number of programs offered for residents.

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:

- Utilize our current Tenant Selection and Assignment Plan (TSAP) that assigns an applicant to one public housing development.
- Brief Section 8 voucher holders on how to determine if they are being discriminated against in their choice of housing and how to report it to the proper authorities.

☒ 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:

- Ensure that the delivery or services and the utilization of Capital Funds are not disproportionately used at any one development.

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

- Consider all requests for reasonable accommodation from disabled individuals or their families.
- Retrofit apartments for the hearing and sight impaired beyond the federally-required 5% on an as needed basis.

☐ Other: (list below)

Other PHA Goals and Objectives: (list below)

In lieu of and until we can complete a new Strategic Plan, the Providence Housing Authority developed a Performance Management Plan arranged by function and department. The word objective may substitute for the word standard used below. The contents of that Plan follow:

Providence Housing Authority
Performance Management & Accountability Plan
FY 2006-FY2009

Executive/Administration
Board of Commissioners/Meetings

1. Number of board meetings annually
   Standard: At least 8

2. Percentage of scheduled board meeting with quorums
   Standard: 100%

3. Average percentage of board meetings attended by board members
   Standard: 75%

4. Prepare and distribute annual schedule of board meetings
   Standard: Annually (June)

5. Prepare board meeting presentation (topics to be presented at each meeting) schedule
   Standard: Annually (July)

6. Send board meeting notice and board materials
   Standard: 2 weeks before each board meeting

7. Percentage of board meeting with minutes
   Standard: 100%

8. Time from meeting to final board meeting minutes
   Standard: < 3-days

9. Number of board committee meetings conducted
   Standard: 4/year/committee

10. Number of board training and development retreats conducted
    Standard: 1/year

11. Percentage of current board members attending training and development retreat
    Standard: 80%

12. Number of board sponsored fundraising events
    Standard: one /year

13. Conduct an Annual Meeting of the Providence Housing Authority
    Standard: October annually

14. Percentage of board commissioners in attendance
    Standard: 100%

15. Conduct a performance evaluation of the Executive Director
    Standard: Annually (May)

16. Participate in a board/organizational self-assessment
    Standard: Annually

Public Affairs

17. Ensure the PHA receives positive newspaper press coverage
    Standard: At least 6 times/year

18. Executive Director and/or Board Chair or board member participates in a public forum promoting the PHA
    Standard: At least 4 times/year

19. Create an Annual Report on Operations for internal use
    Standard: Annually (October)

20. Create a public PHA retrospective
    Standard: At least every five years

21. Serve on other boards and/or commissions representing public housing
    Standard: At least three organizations

Staff Development

22. Conduct an in-house PHA Management Course
    Standard: Bi-annually

23. Conduct environmental scans (each department, office or function)
    Standard: Bi-annually

24. Conduct staff retreat
    Standard: Annually

25. Conduct an "Employee Information Day"
    Standard: Annually

26. Percentage of staff members attending "Employee Information Day"
    Standard: At least 75%

General Management

27. Conduct senior staff meetings
    Standard: Every other Tuesday

28. Percentage of senior staff meetings with minutes taken
    Standard: 100%

29. Time to distribute staff meeting minutes
    Standard: Four hours

30. Percentage of department/office staff meeting minutes reviewed
    Standard: 100%

31. Number of department/office staff meetings attended
    Standard: At least one per year

32. Response to phone calls
    Standard: 24-hours

33. Response to correspondence not requiring research
    Standard: 2-days

34. Response to resident/citizen complaints
    Standard: 3-days

35. Attend Resident-Management Meeting at developments
    Standard: One/development/year

36. Conduct Resident-Executive Director meeting at each development
    Standard: One/development/year

PHA Non-profit: Providence Community opportunity Corporation (PCOC)

37. Conduct Executive Director fundraiser for PHA non-profit (Providence Community opportunity Corporation
    Standard: One per year

38. Conduct meetings of PCOC
    Standard: At least six per year

39. Prepare annual report for PCOC
    Standard: Annually

Administration/Personnel

1. Improve management-labor relations by conducting informational meetings with PHA union leadership
   Standard: 100% of quarterly meetings held

2. Percent of staff with annual performance evaluations
   Standard: 95% of employee performance evaluations completed annually

3. Improve employee awareness of salary and benefit packages offered and overall *cost to the PHA*
   Standard: Distribute salary and benefit costs to all employees annually

4. Conduct a Survey of Organizational Excellence annually
   Standard: Complete survey annual with an 80% employee participation rate

5. Human Resource Policy and Procedures Handbook reviewed and updated
   Standard: Update and distribute HR handbook bi-annually

6. Rate of sick leave use
   Standard: Reduce employee sick leave rate to 1%

7. Conduct a workforce analysis
   Standard: Workforce analysis completed and updated bi-annually

8. Conduct a salary comparability review
   Standard: Salary comparability review completed bi-annually

9. Staff turnover rate
   Standard: Reduce permanent employee turnover rate to 5% or less

10. Average job recruitment turnaround time
    Standard: Average time from vacancy to offer 60 days

11. Employee Handbook reviewed and updated annually
    Standard: Employee handbook updated and distributed annually

12. Review and update employee orientation program annually
    Standard: Employee orientation program updated annually

13. Conduct an overtime analysis
    Standard: Overtime analysis conducted annually

14. Conduct a workforce time analysis
    Standard: Workforce time analysis conducted annually

15. Number of grievances per 100 FTEs
    Standard: 6 grievances per 100 FTE's annually

16. Reduce staff turnover rate
    Standard: Reduce temporary staff turnover rate to 25%

17. Reduce excessive sick leave by 10% percent
    Standard: Reduce targeted sick leave abuse by 10% per year

18. Average sick leave/employee
    Standard: Sick leave average no greater than 40 hours per employee per year

19. Number of working days lost to sickness
    Standard: compile sick leave report annually

20. HR costs as a percentage of PHA payroll
    Standard: HR costs at 2% or less of PHA payroll

21. Applications per vacancy
    Standard: Secure at least three applications per internally posted vacancy
    Standard: Secure at least three applications for 75% percent of all external recruitments

22. Number of days to establish eligibility list
    Standard: 5 business days to establish eligibility list
23. Number of days to prepare a new position description with salary range

Standard: 5 business days to establish a new description and salary range

24. Average t/o time from close of posting/advertisement to establishing eligibility list
    Standard: 2 business days from close of posting to establishing eligibility list

25. Average number of days from application to denial/acceptance of interview
    Standard: 10 business days from close of application date to denial/acceptance of interview

26. Average time from application to referral to department
    Standard: 5 business days from application to referral to department

27. Percentage of applications screened within 3-days
    Standard: 90% of applications screened within 3-days

28. Percentage of job announcements posted within 2-days of receiving department request
    Standard: 90% of approved personnel requisitions are posted within 2-business days

29. Average time to complete an open, external, competitive recruitment and selection process
    Standard: 90-days to complete external recruitment process

30. Average time to complete an open, internal, competitive recruitment process
    Standard: 30-days to complete internal recruitment process

31. Percentage of vacancies filled within 60days
    Standard: 80% of vacancies filled within 60 days

32. Percentage of employees receiving formal employee orientation within 3-days
    Standard: 90% of permanent employees receive employee orientation within 3-business days

33. Percentage of post offer physicals conducted within 5-days
    Standard: 90% of post offer physicals conducted within 5-days

34. Percentage of classification studies completed within 30 days
    Standard: 80% of classification studies completed within 30 days

35. Percentage of grievance hearings scheduled within 10-days
    Standard: 90% of grievance hearings scheduled within 10-days

36. Percentage number of administrative hearings scheduled within 10-days
    Standard: 90% of administrative hearings scheduled within 10 days

37. Percentage of formal grievance hearings resolved administratively (prior to mediation/arbitration)
    Standard: Resolve 75% of all grievances before arbitration

38. Percentage of grievance hearings upheld
    Standard: 80% of grievance hearings upheld

39. Decisions issued within 5-days
    Standard: 95% of decisions issued within 5-days
40. Percentage of newly hired employees successfully passing probation (new hire/promotion)

Standard: 80% of newly hired employees pass probation

41. First year retention rate for new full-time permanent hires
    Standard: 75% first year retention for new full-time permanent hires

42. Percentage of EEO complaints found in favor of the PHA
    Standard: 80% of EEO complaints found in favor of the PHA

43. Reduce number formal grievances by 5 percent
    Standard: Reduce number of grievances per year by 5%

44. Percentage of personnel files updated upon change in status
    Standard: 100% of personnel files updated

45. Percentage of compensation and benefit inquiries handled within 3-days
    Standard: 95% of compensation and benefit inquiries handled within 3-days

46. Administer Survey of Organizational Excellence staff survey
    Standard: Annually

47. Percentage of full-time staff members completing Survey of Organizational Excellence
    Standard: 75%

48. Ratings from employees from Survey of Organizational Excellence
    Standard: Fair Pay > 350,

49. Ratings from employees from Survey of Organizational Excellence
    Standard: Employee Development > 400,

50. Ratings from employees from Survey of Organizational Excellence
    Standard: Internal Information > 375

51. Ratings from employees from Survey of Organizational Excellence
    Standard: Fairness > 375.

52. Ratings from employees from Survey of Organizational Excellence
    Standard: Quality > 375

53. Ratings from employees from Survey of Organizational Excellence
    Standard: Goal Oriented > 400

54. Ratings from employees from Survey of Organizational Excellence
    Standard: Strategic >400

55. Ratings from employees from Survey of Organizational Excellence
    Standard: Job Satisfaction > 375

56. Rating from the Survey of Organizational Excellence question: *"We feel a sense of pride when we tell people that we work for this organization."*
    Standard: > 375

57. Ratings from all Survey of Organizational Excellence "Constructs"

Standard: ≥ 325

58. Percent of P/Es submitted on-schedule
    Standard: 90% of P/Es submitted on schedule

59. Percent of staff performance evaluations reviewed for completeness
    Standard: 100% of staff performance evaluations reviewed for completeness

60. Percent of evaluations returned due to incompleteness
    Standard: 5% of evaluations returned due to incompleteness

61. Percentage of performance evaluations requiring an Employee Performance Improvement Plan
    Standard: < 5% of performance evaluations require PIP

62. Percentage of positions filled with internal personnel
    Standard: 75% of positions filled with internal personnel

Administration/Training

1. Create a comprehensive staff training plan
   Standard: Staff training plan updated annually

2. Schedule and oversee all OSHA safety training programs annually to ensure compliance with regulations.
   Standard: 100% of OSHA training programs completed annually

3. Reduce the number of Workers Compensation injuries through improved safety training and incentive programs.
   Standard: Reduce Workers' Compensation claims by 5% per year

4. Ensure employees are trained adequately to perform essential tasks of position
   Standard: 90% of employees are trained adequately to perform the essential tasks of their position

5. Conduct a staff-wide training needs assessment
   Standard: Training needs assessment completed annually

6. Total training hours
   Standard: Staff training hours exceeds 4,000 hours annually

7. Number of training courses provided
   Standard: Training courses exceed 40 courses annually

8. Total training cost
   Standard: Total training cost does not exceed approved budget

9. Percentage of budget spent on training
   Standard: Training cost less than 1% of Authority budget

10. Total annual Training & Development cost/person

Standard: Annual training and development cost/person within authorized budget

11. Average training hours/employee
    Standard: Average training hours exceeds 16 hours/employee

12. Percentage of employee hours spent in training
    Standard: Employee hours in training less than 5%

13. Percentage of staff participating in any training program.
    Standard: 80% of staff participates in training programs annually

14. Percentage of staff with at least 16 hours of training time annually
    Standard: 75% of staff with at least 16 hours of training time annually

15. Percentage of staff members with personalized training plans as a result of performance evaluations
    Standard: 5% of staff members requiring personalized training

16. Percentage of training requests approved/disapproved within specified period of time
    Standard: 90% of training requests approved/disapproved within 3-days

17. Percent of total training conducted in-house
    Standard: 75% of training conducted in-house

18. Percent of total training conducted through HTVN
    Standard: 10% of total training conducted through HTVN

19. Percentage of training participants who completed evaluation forms
    Standard: 95% of training participants completed evaluation forms

20. Percentage of training participants that were Very Satisfied or Satisfied with training.
    Standard: 75% of training participants were very satisfied or satisfied with training

21. Percentage of staff members who felt that the training will have a positive impact on their jobs.
    Standard: 75% of staff members felt that the training will have a positive impact on their jobs

22. Conduct a senior staff training retreat(s)
    Standard: Senior staff training retreat conducted bi-annually

23. Conduct a middle-management staff training retreat annually
    Standard: Middle-management staff training retreat conducted annually

24. Conduct an annual training assessment report
    Standard: Annual training assessment report conducted annually

Administration: Risk Control, Insurance and Health

Risk Control and Safety Committee

1. Does the Authority have a Risk Control Plan
   Standard: Yes
   Comments: Updated Annually

2. Frequency of Risk Control Plan update
   Standard: Yes
   Comments: Updated Annually

3. Does the Authority have a Risk Control/Safety Committee?
   Standard: Yes

4. Frequency of Risk Control/Safety Committee meetings
   Standard: Quarterly

5. Number of departments/offices represented on Safety Committee
   Standard: All (Five)

6. Number of current membership(s) in a nationally recognized risk management or safety organization
   Standard: Three

7. Does the Authority have and issue a *Safety Manual*?
   Standard: Yes

8. Frequency of *Safety Manual* update
   Standard: Annually

9. Does the Authority have a Risk Control Plan?
   Standard: Yes

10. Frequency of Risk Control Plan update
    Standard: Annually

11. Frequency of Risk Control Plan evaluation
    Standard: Annually

12. Cost of Risk Management
    Standard: .005% of annual operating budget

13. Frequency of Risk Control training
    Standard: 10% of Total training hours

14. Participation rate of staff required undertaking safety training.
    Standard: 100%

15. Frequency of in-house preventive maintenance inspections for items listed in RCP
    Standard: Quarterly

16. Frequency of "Self-Inspection Program

Standard: Quarterly

17. Does PHA have an Emergency Operations Plan Manual?
    Standard: Yes

18. Frequency for updating Emergency Operations Plan Manual
    Standard: As needed
19. Number of safety drills conducted annually at each high-rise development
    Standard: 0

20. Number of developments (high rises) conducting safety drills at least once annually
    Standard: One

21. Number of developments (high-rise) that have had at least two safety training sessions annually
    Standard: One

22. Percentage of family developments where fire safety training was conducted at least once annually
    Standard: 100%

23. Complete annual review and updating of OSHA Compliance Programs.
    Standard: Annually

Inspections

24. Frequency of third-party safety inspections of PHA work places and properties
    Standard: Every Three years
    Comments: Housing Authority Insurance

25. Percentage of identified hazards and deficiencies corrected within 30-days
    Standard: 100%

26. Percentage of locations with no (0) safety findings
    Standard: 70%

27. Percentage of locations with no repeat safety violations
    Standard: 70%
    Comments: No Sprinkler Systems in four High Rises (Grand fathered)

28. Number of REAC health & safety violations
    Standard: 0%

29. Percentage of REAC health & safety violations cited and corrected within 24-hours
    Standard: 100%

30. Frequency of Loss Trend Analysis Report
    Standard: Quarterly

31. Frequency of elevator inspections
    Standard: Annual

32. Percentage of elevators passing inspection

Standard: 100%

33. Frequency of high pressure boiler inspections
    Standard: Annually

34. Percentage of boilers passing inspection
    Standard: 100%

35. Frequency of fire extinguisher inspections
    Standard: Annually

Workers Compensation

36. Reduce the number of Workers' Compensation injuries
    Standard: 30%

37. Percentage of Workers' Compensation costs as a percentage of payroll cost
    Standard: .025%

38. Occupational injury rate (Workers' Comp) per 100 employees
    Standard: 0
    Actual: 20%

39. Rate of disabling injuries per 200,000 hours
    Standard: .025%

40. Does the Authority have a light duty Return to Work Plan?
    Standard: Yes

41. Percentage of disabled workers utilizing light duty option
    Standard: 90%

42. Average turnaround time to process a Workers Comp claim
    Standard: 3 days

Insurance and Claims Processing

43. Average number of days insurance renewals are completed before deadlines
    Standard: 30 days

44. Frequency of providing HUD with a list of insurance coverage policies
    Standard: Annually

45. Percentage of contractors performing work for PHA that have submitted proper insurance coverage certification
    Standard: 100%

46. Frequency of Net Income Losses as a consequence of events that cause property, liability, and personnel losses.
    Standard: Annually

47. Number of reportable accidents
    Standard: (Informational Only)

48. Vehicle accident rate/100,000 miles

Standard: (Informational Only)

49. Loss time per injury
    Standard: (Informational Only)

50. Completion of an accident/incident form by staff after a vehicle accident
    Standard: Completed and forwarded within 24-hours

51. Percent of cases seeking monetary damages settled favorably for the PHA
    Standard: 100%

52. Percentage of claims cases seeking monetary damages settled favorably for PHA
    Standard: 100%

53. Percentage of all accidents (vehicle) determined to be fault of other party
    Standard: 50%

54. Percentage of civil injury claims forwarded to insurance provider within 1day of notification
    Standard: 1-day

55. Completion and forwarded *On-the-Job Injury Report* to Beacon Mutual
    Standard: 1 day of notification

56. Percentage of injury reports forwarded to Beacon Mutual within 24-hours
    Standard: 100%

57. Completion of *Workers Compensation Claims Report*
    Standard: Quarterly

58. Closed claim-to-new claim ratio (Workers Comp)
    Standard: 1.0 or greater

59. Completion and forwarding of fire initial *Fire Damage Report* to Risk Manager (for fire damaged property)
    Standard: 24-hours

60. Completion and forwarding of fire final *Fire Damage Report* to Risk Manager (for fire damaged property)
    Standard: 72-hours

Health Insurance

61. Annual per employee costs for healthcare
    Standard: (Info only)

62. Percentage of full-time staff making co-payments for health benefits
    Standard: 100%

63. Percentage of staff taking advantage of health benefits buyout program
    Standard: (Info Only)

64. Conduct staff Healthcare survey

Standard: Annually

65. Percentage of staff responding they were very satisfied or satisfied with their health benefits
    Standard: At least 90%

66. Does the Authority have a Wellness Program?
    Standard: Yes

67. Health & Wellness literature distributed
    Standard: Monthly

68. An in-house Healthcare Committee exists to review costs and benefits of healthcare providers
    Standard: Yes

69. A Healthcare utilization report is prepared and analyzed
    Standard: Yes
    Comments Quarterly

Legal/General Counsel

1. Legal Counsel's Office has a *Standard Operating Procedures Manual*
   Standard: Yes

2. *Standard Operating Procedures Manual* is updated
   Standard: Annually

3. Complete Office's section of Monthly Management Report
   Standard: 15th of each month

4. Complete Office's section of Annual Report on Operations
   Standard: 45-days after completion of fiscal year

5. Response time for legal opinion
   Standard: 10 days however may vary according to nature of issue

6. Percentage of cases settled in PHA's favor
   Standard: 100% (may be influenced by factors beyond PHA control)

7. Percentage of court cases litigated in PHA's favor
   Standard: 100% (may be influenced by factors beyond PHA control)

8. Percentage of formal grievance hearings conducted within 30-days of request
   Standard: 100% (may be influenced by factors beyond PHA control)

9. Percentage of grievance hearings decisions favorable to the PHA
   Standard: 100% (may be influenced by factors beyond PHA control)

10. Prepare legal bid proposals to solicit legal services from external sources
    Standard: Bi-Annual

11. Response time to request for information
    Standard: 3-days minor 10 days major research

12. Percentage of contracts reviewed within 2 of days
    Standard: 100%

13. Percentage of all contracts reviewed
    Standard: 100%

14. Percentage of lawsuits settled within one year
    Standard: 100% (may be influenced by factors beyond PHA control)

15. Percentage of cases settled by negotiation
    Standard: 100% (may be influenced by factors beyond PHA control)

16. Number of days to draft contract
    Standard: 5 days for standard form of contract, 10 days for special form of contract

17. Percentage of grievances that have case summaries prepared 2-days prior to hearing
    Standard: 100%

18. Drafting and transmittal of grievance decisions within ten days
    Standard: Yes

19. Review of Statements for Legal Services rendered by outside counselors within two working days of receipt.
    Standard: 100%

20. Attendance at bi-weekly staff meetings
    Standard: 100%

21. Attendance at monthly Board of Commissioners meetings
    Standard: 100%

Management Information Systems

General Administration

1. Does the office have a set of policies governing its day-to-day operations
   Standards: Yes

2. Frequency of updates of the office's *Administrative Operating Manual*
   Standards: Annually (May)

3. Does the MIS Office have a Management Information Systems Plan?
   Standard: Yes

4. Frequency MIS Plan is updated
   Standard: Annually

5. Completion of *Monthly Management Report*
   Standards: 15th day of each month

6. Completion of department's section of *Annual Report on Operations*
   Standards: 45-days after completion of fiscal year

7. Enter data updating department's section of the *Goals Management Plan*
   Standard: Quarterly

8. Enter data updating the department's section of *Performance Management Plan*
   Standards: Within one week of changes

9. Research and prepare a functionally related environmental scan.
   Standard: Bi-annually

10. Percentage of performance evaluations conducted on schedule
    Standard: 100%

11. Percentage of staff satisfied with the quality of information and communication technology
    Standard: 80%

12. Ratio of computers to administrative staff
    Standard: 1 to 1

13. Percentage of administrative staff with access to PHA Networks
    Standard: 100%

14. Percentage of administrative staff with e-mail
    Standard: 100% Internal – 24% External

Systems

15. Review existing computer hardware and make recommendations for replacements and upgrades
    Standard: Annually

16. Percentage of core business hours system availability
    Standard: 95%

17. Network access availability
    Standard: 95%

18. Downtime as a percentage of total available time for network system
    Standard: < 1%

19. Backup the Network and AS/400 data
    Standard: Daily Monday through Friday

20. Ensure free disk space on all Network drives
    Standard: Reviewed daily, standard set by software manufacturer

21. Ensure correct software licensing for PC software
    Standard: Reviewed monthly, no software is installed without a license

22. Ensure correct software licensing for server software

Standard: Reviewed monthly, no software is installed without a license

23. Upgrade and ensure that all systems are protected with Virus software
    Standard: Daily

24. Check and ensure that all climate control programs are fully functional and operational for the protection and proper operation of systems
    Standard: Daily

25. Ensure accuracy of Computer Inventory Database
    Standard: Monthly

26. System maintenance shutdowns planned and scheduled
    Standard: 1 week in advance when possible

27. Percentage of operating systems and utility upgrades completed on schedule
    Standard: 100 %

28. Percentage of all technical consulting requests completed on schedule
    Standard: 100%

29. Average time required to repair PC/printer
    Standard: Average 24-48 hours

Help Desk Assistance

30. Initial help desk response time
    Standard: Within 30 minutes

31. Percentage of Help Desk calls handled without referral
    Standard: 99%

32. Percentage of service requests completed within 24-hours
    Standard: 80 %

33. Percentage of priority I service calls resolved in 24-hours
    Standard: 90%

34. Reduce the number of help desk calls through better training and hardware upgrades
    Standard: Reduce the number of help desk calls by 25 percent by year

Finance, Accounting, Budgeting and Purchasing

General Administration

35. Does the department have a set of written policies governing its day-to-day operations
    Standards:

36. Frequency of updates of the department's *Standard Operating Manual*
    Standards: Annually and within 45-days of regulatory changes

37. Completion of *Monthly Management Report*

Standards: 15th of each month

38. Completion of department's section of *Annual Report on Operations*
    Standards: 60 days after completion of fiscal year

39. Enter data updating department's section of the *Goals Management Plan*
    Standard: Semi-annually (July 1/January 1)

40. Enter data updating the department's section of *Performance Management Plan*
    Standards: monthly

41. Percentage of performance evaluations conducted on schedule
    Standard: 100%

42. Conduct meetings with senior staff to discuss performance and planning
    Standard: Quarterly

43. Submit staff meeting minutes to executive director
    Standard: Not later than 3-days after meeting

44. Submit annual planning calendar
    Standard: Annually July 1

Public Housing Assessment System Financial Condition Indicators

45. Current ratio – maximum score 9 points (measures PHA's ability to cover current obligations)
    Standard: Maximum Score

46. Number of Months Expendable Fund Balance – maximum score 9 points (measures PHA's ability to operate using primarily its net available resources without relying on additional funding from other sources)
    Standard: Maximum Score

47. Tenant Receivables Outstanding - maximum score 4.5 points (measures number of days to collect outstanding tenant accounts receivable)
    Standard: Maximum Score

48. Occupancy Loss – maximum score 4.5 points (measures rental income loss due to unoccupied units or units taken off-line)
    Standard: Maximum Score

49. Expense Management/Utility Consumption – maximum score 1.5 points (measures PHA's ability to manage key areas of annual expenditures at a level relative to peers)
    Standard: Maximum Score

50. Net Income or Loss as a Percentage of Expendable Fund Balance – maximum score 1.5 points (measures how the results of the year's current operations have affected the PHA's viability)
    Standard: Maximum Score

Accounting/Procedural

51. General Ledger closed monthly
    Standard: Within ten business days at end of each month

52. Reconcile subsidiary ledgers
    Standard: Monthly

53. Monthly financial closeout
    Standard: Within 10-days of month's end

54. Annual financial closeout
    Standard: Within 60-days of fiscal year end

55. Reconcile bank statement monthly
    Standard: Within 20 –days at end of each month

56. Reconcile fixed assets inventory with general ledger
    Standard: Annually

57. Post new fixed assets
    Standard: Monthly

58. Reconcile supplies inventory count to general ledger by year-end.
    Standard: Annually by June 30th

59. Requisitioning and invoicing of expended funding weekly.
    Standard: Weekly

60. Prepare and deposit federal taxes
    Standard: 3 banking days after payroll period

61. Prepare and deposit state taxes within prescribed time period
    Standard: 3 banking days after payroll period

62. Prepare report and deposit state employment security tax
    Standard: 31st day of month following end of quarter

63. Prepare and distribute Mutual of America pension contributions
    Standard: by 20th of month following close of month

64. Prepare and distribute unions pension contributions
    Standard: by 20th of month following close of month

65. Percentage of all grant closeouts completed on schedule
    Standard: 100%

66. Expense and salary projections for grant applications and ongoing grant analysis.
    Standard: Monthly

67. Modify year-end reporting to GASB34.
    Standard: On-going

68. Percentage of fixed assets posted within time standard

Standard: 100%

69. Manual checks as a percentage of total checks
    Standard: less than 1%

70. Month end tenants accounts receivable reports prepared distributed
    Standard: by the 5th day of the month

71. Percentage of rent mailers prepared and by end of month
    Standard: 100%

72. Collect fees and commissions
    Standard: Within 30 days of contractual billing dates

73. Percentage of fees and commissions collected with 30 days of contracted billing date
    Standard: 90%

74. Perform a utilities and consumptions analysis
    Standard: Quarterly

75. Pay 100% of all outstanding invoices (10 net 30 within receipt of invoice).
    Standard: 100%

76. Bill portability payments to other housing authorities
    Standard: Within ten days of end of each month

77. Enter updates to fixed asset inventory
    Standard: Weekly

78. Actual revenue as a percentage of projected revenue
    Standard: +/-10%

79. Actual expenditures as a percentage of projected revenues
    Standard: +/-10%

80. Percentage of bank reconciliations completed within 30 days of month's end
    Standard: 100%

81. Percentage of bank/cash/investment accounts reconciled within 30 days
    Standard: 100%

82. Percentage of bank deposits made for same business day
    Standard: by 2nd day of receipt

83. Process utility receipts
    Standard: Within 3 day's

84. Turnaround time on payment vouchers
    Standard: 30 days

85. Percentage of vendor invoices processed within 30 Days

Standard: 100%

86. Percentage of available cash invested
    Standard: 100%

87. Maintain cash reserve
    Standard: ≥ 3 months operating expenditures

Investments

88. Average interest rate earned on investments for three month period as compared to Treasury Bill rate
    Standard: 100% of T-bill rate

89. Rate of return relative to market rates
    Standard: Market rate

Audit

90. Prepare and seek bids for annual Independent Audit
    Standard: 120 days prior to close of fiscal year every 2 years

91. Submit unaudited financial annual report to HUD electronically
    Standard: Within 60 days of end of fiscal year

92. Submit audited annual financial report to HUD electronically
    Standard: Within 270 days of end of fiscal year

93. Complete Independent Public Audit
    Standard: Within six months of contract execution

94. Number of Independent Audit findings
    Standard: Zero

Budget

95. Call for department budgets for subsequent fiscal year
    Standard: 150 days prior to end of fiscal year

96. Budget ready for presentation to Board of Commissioners
    Standard: 90 days prior to end of fiscal year

97. Submit budget documents to HUD
    Standard: 90 prior to beginning of new fiscal year (April 1)

98. Variance between budgeted and actual income
    Standard: +/- 10%

99. Variance between budgeted and actual expenses
    Standard: +/- 10%

Purchasing

100. Average number of days from receipt of PO requisition from user department to date PO issued for purchases under informal bid procedures (not requiring formal bid)
Standard: 3 days

101. Average number of days from receipt of purchase requisition from user department to date PO issued for purchase for formal bids (requiring advertising)
Standard: 60 days

102. Percent of bids protested (less than 3%)
Standard: Less than 3%

103. Percent of protests sustained
Standard: Less than 1%

104. Fill orders on demand with available inventory
Standard: 50%

105. Number of stores requisitions filled within 24-hours
Standard: 40%

106. Percent of total bids that are phone quotes (and value)
Standard: 65%

107. Percent of total bids that required written quotation
Standard: 25%

108. Percent of total bids requiring formal advertising
Standard: 10%

109. Percent of total purchases (dollar value & number) that are sole source.
Standard: < 5%

110. Percentage of sole source bids with memo justifying sole source
Standard: 100%

111. Purchasing operations expenditures as a percentage of entire PHA budget
Standard: (Informational Only)

112. Average number of bidders per contract
Standard: Minimum of three

113. Percentage of invoices processed within 7 days
Standard: 95%

114. Percentage of receiving slips checked for accuracy
Standard: 100%

115. Amount recovered from sales of surplus property during FY
Standard: (Informational only)

116. Percent of customers rating their purchasing experience as "good'" or "excellent"

Standard: 85%

117. Percent of customers rating their purchasing experience "fair" or "poor"
Standard: 15%

118. Average value of each purchase
Standard: (Informational only)

119. Total purchase orders issued
Standard: (Informational only)

120. Total value of all purchases
Standard: (Informational only)

Security Operations

General Administration

1. Does the office have a *Standard Operating Procedures Manual* governing its day-to-day functions and operations?
Standard: Yes

2. Frequency of updates of the office's *Standard Operating Procedures Manual*
Standard: Annually

3. Completion of office's section of the *Monthly Management Report*
Standard: 15th of every month

4. Completion of office's section of PHA *Annual Report on Operations*
Standard: 45-days after close of fiscal year

5. Complete an Annual Security Operations Report (Fiscal Year)
Standard: 45-days after completion of fiscal year

6. Complete an Annual Security Operations Report (Calendar Year)
Standard: 45-days after completion of calendar year

7. Enter data updating office's section of the *Goals Management Plan*
Standard: Semi-annually (July 1/January 1)

8. Enter data updating the office's section of *Performance Management Plan*
Standard: Quarterly

9. Research and complete an Environmental Scan
Standard: Bi-annually

10. Percentage of performance evaluations conducted on schedule
Standard: 100%

11. Duty (schedule) sheets prepared
Standard: By Thursday of each week for the upcoming week

Manpower/Patrol

12. Ratio of PHU Officers to developments
    Standard: 1:1.75

13. Ratio of PHU Officers to population
    Standard: 1:722

14. Average duty hours per day per PHU officer
    Standard: 12 hours

15. Patrol availability factor (the actual time an officer is available to patrol)
    Standard: 100%

16. Percentage of developments patrolled by PHU a minimum of 12-hours per day
    Standard: 100%

17. Total crimes reported at PHA developments
    Standard:

18. Total crime ratio at PHA developments (ratio of reported crimes to total population)
    Standard:

19. Total crime rate per 1,000 population
    Standard:

20. Total crimes per PHU Officer
    Standard:

21. Total UCR/Part-1 crimes at PHA developments
    Standard:

22. Total UCR/Part-1 crimes ratio (reported Part-1 crimes to total population)
    Standard:

23. Total UCR/Part-1 crimes per PHU Officer
    Standard: (Informational Only)

24. Total UCR/Part-2 crimes at PHA developments
    Standard: (Informational Only)

25. Total UCR/Part-2 crimes ratio (reported Part-1 crimes to total population)
    Standard: (Informational Only)

26. Total UCR/Part-2 crimes per PHU Officer
    Standard: (Informational Only)

27. Call for assistance ratio (all calls for assistance to total population)
    Standard: (Informational Only)

28. Calls for assistance per 1,000 population
    Standard: (Informational Only)

29. Calls for assistance per PHU Officer

Standard: (Informational Only)

30. Clearance rate for reported and verified crime
    Standard: 66%

31. Arrests per PHU Officer
    Standard: (Informational Only)

32. Average response time to calls for assistance
    Standard: < 10 minutes

33. Number of trespass orders in effect
    Standard: (Informational Only)

34. Number of times trespass order was enforced
    Standard: (Informational Only)

Crime/Activity Analysis

35. Plot on site maps all reported crime at PHA developments
    Standard: Weekly and Annually

36. Complete a comparative analysis of crime in the city compared to PHA developments
    Standard: Semi-annually

37. Conduct a security analysis of all PHA properties
    Standard: Bi-annually

38. Percentage of PHA developments that have had a security analysis completed in the last two years
    Standard: 100%

Resident Background Screening

39. Percentage of prospective residents screened for criminal background
    Standard: 100%

40. Percentage of prospective residents screened within 5-days of days
    Standard: 100%

41. Time to fingerprint and prepare advanced FBI-BCI check of residents requiring same
    Standard: 20 minutes.

42. Response time of FBI to review submitted fingerprints for advanced screening
    Standard: 15 to 45 days

43. Response time to PHA management requests for assistance to (non-emergency)
    Standard: Immediate, unless the officers are tied up on a call or incident with a more emergency priority.

44. Response time to PHA management requests for assistance (emergency)
    Standard: Immediate, if the PHU tied up on another emergency call the management request will be forwarded to the PPD dispatcher for their immediate response.

45. Response time for obtaining and providing a crime report to a site manager
    Standard: Within 24-hours

PHA Security Officers

46. Percentage of elderly-disabled developments with evening security officers on duty
    Standard: 100%

47. Percentage of PHA Security Officers who are certified by R.I. DEA
    Standard: 100%

48. Percentage of total time PHA Security Officers fail to arrive for their shift
    Standard: < 5%.

49. Percentage of residents rating PHA Security Officer service performance either "Very Good" or "Good"
    Standard: Not less than 75%.

50. Frequency of situation reports (by radio) to PHA Security Monitor
    Standard: Hourly

51. Percentage of PHA Security Officers submitting daily Activity Reports
    Standard: 100%

Security Monitors

52. Average number of hours per week of coverage
    Standard: 160 hours

53. Percent of available time spent viewing monitors
    Standard: 60% (Other duties such as conducting the preliminary BCI checks, preparing W/Os and other administrative duties consume the balance of time.)

54. Time taken to forward building security violations to site managers for action
    Standard: Immediate

55. Amount of time from viewing serious violation (requiring police) and dispatch of officer.
    Standard: Immediate with PHU officers. < 5minutes for regular police

Public Affairs

56. Percentage of PHA resident-management meetings at which a PHU Officer is present to participate
    Standard: 75%

57. Conduct hot dog roasts at family developments
    Standard: One each year per development

58. Participate with PHA at hot dog roasts at elderly-disabled developments
    Standard: 100%

Security Education & Training

59. Conduct a security briefing for PHA staff members
    Standard: Annually
60. Conduct a security briefing for PHA residents

Standard: Annually

61. Percentage of developments receiving security briefing at least annually
    Standard: 100%

62. Publish a security newsletter
    Standard: Annually

Facilities Management

Administrative/General

1. Does the department have a set of written policies governing its day-to-day operations
   Standards: Yes

2. Frequency of updates of the department's *Standard Operating Manual*
   Standards: Annually (month?) and within 45-days of regulatory changes

3. Completion of *Monthly Management Report*
   Standards: 15th of each month

4. Completion of department's section of *Annual Report on Operations*
   Standards: 45 days after completion of fiscal year

5. Enter data updating department's section of the *Goals Management Plan*
   Standard: Semi-annually (July 1/January 1)

6. Enter data updating the department's section of *Performance Management Plan*
   Standards: monthly (where applicable)

7. Percentage of performance evaluations conducted on schedule
   Standard: 100%

8. Conduct meetings with senior staff to discuss performance and planning
   Standard:

9. Submit staff meeting minutes to executive director
   Standard: Not later than 3-days after meeting

10. Submit annual planning calendar
    Standard: Annually July 1

11. Update tenant charge schedule to reflect real costs associated with the delivery of repair services to units?
    Standard: Annually

12. Capital equipment plan prepared
    Standard:

13. Painting Plan prepared
    Standard: Annually (June 1st)

Work Orders:

14. Percentage of work orders reviewed for quality control
    Standard: 10%

15. Percentage of work orders completed properly.
    Standard: 98%

16. Percentage of work orders properly entered into the AS 400 work order system
    Standard: 98%

17. Number of "open" work orders at end of month
    Standard: < 500

18. Average response time for emergency work orders
    Standard: 1 day or less response time

19. Response time to remedy all REAC inspection health and safety violations
    Standard: within 24-hours

20. Average response time for routine work order.
    Standard: < 3-days

21. Ratio of emergency work orders to total work orders
    Standard:

22. Ratio of scheduled/planned work orders to all work orders
    Standard:

23. Ratio of resident requested work orders to all work orders
    Standard:

24. Cost per work order
    Standard: < $25.00 per work order

25. Hours per work order
    Standard: < 1.8 hours per work order

26. Percentage of aggregate work orders completed (EOY)
    Standard: 98%

27. Graffiti removal
    Standard: Within 48-hours of identification

28. Percentage of extermination requests completed within 48-hours
    Standard: 95%

29. Number of Modernization referrals reviewed and work completed or incorporated into future budget
    Standard: 100%

Unit Turnaround Time

30. Average time to prepare a non-modernization vacant unit for occupancy
    Standard: < 15 business days

31. Average time to prepare a vacant modernization unit for occupancy
    Standard: <60 days

32. Percentage of UTOs completed using PHA staff
    Standard: 90%

Inspections

33. Percentage of PHA owned dwelling units inspected annually
    Standard: 100% of all units inspected annually

34. Percentage of units that pass annual inspection
    Standard:

35. Percentage of all buildings and grounds inspections completed annually
    Standard: 100%/ 25% quarterly

36. Percentage of mechanical systems inspections completed annually.
    Standard: 100%/25% quarterly

37. Percentage of completed unit turnovers inspected for QC
    Standard: 100%

38. Monthly development work plan completed (foremen)
    Standard: 3rd week of each month

39. Inspect all PHA-owned natural gas master meter systems quarterly to ensure tenant safety and regulatory compliance.
    Standard: Quarterly walkthrough inspections and semi-annual leak detection surveys

40. Elevator Inspections
    Standard: 100% of elevators inspected annually

41. Fire extinguishers inspection
    Standard: Annually

Inventory

42. Perform annual physical inventory counts at the central and remote stockrooms.
    Standard: 100% of physical inventory counts completed

43. Percent of inventory accounted for in annual inventory count
    Standard: 95%

44. Perform monthly cycle counts at all warehouses
    Standard: 5% of all inventory counted monthly

45. Establish and maintain accurate reorder points and reorder quantities
    Standard: Reviewed and updated annually

46. Establish and maintain accurate units of measure

Standard: Reviewed annually prior to inventory

47. Maintain neat and orderly warehouses, shelves, bins, barcodes
    Standard: Inspect warehouses monthly (100% compliance)

48. Reduce inventory scanning errors through proper management, training, and progressive discipline
    Standard: < 10 errors/week/warehouse

Staff Skill Training

49. Staff hours of skills training.
    Standard: 90% of personnel attend at least 2 skills development training session annually (excluding mandatory training)

Fleet/Equipment Maintenance

50. Complete an inventory of all PHA motor vehicles
    Standard: Annually/45-days after completion of fiscal year

51. Frequency of vehicle inspections
    Standard: Weekly

52. Percentage of vehicles inspected (whatever the frequency rate in # 43 above is)
    Standard: 100%

53. Vehicle replacement schedule prepared
    Standard: Annually

54. Percentage of equipment serviced within manufacturer's recommended service times
    Standard: 95%

55. Motor vehicle availability rate
    Standard: 90%

56. Vehicle operating cost per mile
    Standard: (Informational Only)

57. Fuel cost per mile
    Standard: (Informational Only)

58. Average downtime/repair
    Standard: < 2-days

59. Vehicle to mechanic ratio
    Standard: 1:30

60. Average service time/vehicle (basic servicing-oil change)
    Standard: (Informational Only)

61. Percentage of parts filled from mechanic inventory
    Standard: 80%

62. Percentage of scheduled mechanical work completed on schedule

Standard: 90%

63. Percentage of equipment repaired within 24-hours
    Standard:

64. Review contracts administered by the department for compliance with quality standards.
    Standard: 10% of contracts reviewed annually

Customer Satisfaction

65. Overall rating received for "Maintenance Services" in annual Resident Satisfaction Survey
    Standard: 85 % or higher

66. Overall rating received for "Services" in annual Resident Satisfaction Survey
    Standard: 85% or higher

67. Percentage of developments achieving standard for "Maintenance Services"
    Standard: 100%

68. Percentage of developments achieving standard for "Services."
    Standard: 100%

69. Percentage of surveyed persons responding "Very Satisfied" or "Satisfied" in answering question: *How well you were treated by the person you contacted for repairs?*
    Standard:

70. Percentage of surveyed persons responding "Very Satisfied" or "Satisfied" in answering question: *How well you were treated by the person doing the repairs?*
    Standard:

Facilities Management/Modernization Division

71. Completion of Annual Capital Fund Plan HUD documents
    Standard: January annually

72. Presentation to Executive Director of proposed Capital Fund plan
    Standard: Annually

73. Presentation of Capital Fund Plan to Resident Advisory Board
    Standard: Annually

74. Conduct public hearing for Capital Fund Plan
    Standard: Annually

75. Percentage of HUD Capital Funds obligated within 24 months of Capital Fund budget approval
    Standard: 100% of funds obligated

76. Percentage of HUD Capital Funds expended within 48 months of Capital Fund budget approval
    Standard: 100% of funds expensed

77. Percentage of projects unanticipated and not part of 5-Year Capital Improvement Plan

Standard: < 5%

78. Contract forms and required HUD bid documentation reviewed and updated
Standard: Bi-annually (January/July)

79. Update Handbook of Labor Requirements Standard
Standard: Quarterly

80. Applicable and current Wage Determinations or HUD rates assigned to all projects
Standard: 100% of all construction projects reviewed for applicable wage rates prior to solicitation for bids

81. Percentage of projects requiring HUD Wage Determinations surveys actually surveyed
Standard: 100%

82. Submit required documentation for HUD Semi-Annual Labor Standards Enforcement Report
Standard: Semi-annually (October/April)

83. Submit required documentation for HUD Contract and Subcontract Activity Report (MBE/WBE)
Standard: Annually October

84. Survey developments for energy cost savings measures
Standard: Annually (January)

85. Survey exteriors of family and scattered site developments for cyclical paint requirements
Standard: Annually (July)

86. Percentage of modernization projects with Project Management files
Standard: 100%

87. Percentage of Capital Fund projects with photographic record of construction progress maintained
Standard: 100% of all major projects photographically documented

88. Percentage of projects provided with a Notice to Proceed letter to contractor with completion date
Standard: 100%

89. Percentage of projects completed on schedule based on completion date established in Notice to Proceed letter.
Standard: 100%

90. Percentage of all projects assigned a completion priority
Standard: 100%

91. Percentage of all construction projects with Construction Cost Estimates submitted prior to solicitation for bids
Standard: 100% of all projects

92. Percentage of all construction projects inspected at least weekly
Standard: 100%

93. Percentage of inspections completed followed up with Inspection Reports for the Project File.
Standard: 100%

94. Frequency of "job meetings" conducted for on-going construction projects
Standard: Weekly

95. Change Orders to Construction Contracts are minimized
Standard: Total dollar amount of Change Orders not to exceed 5% of total amount of initial contract

96. Percentage of construction contracts requiring monetary change orders
Standard: < 10%

97. Percentage of all Change Orders executed administratively prior to initiating construction work in field
Standard: 100%

98. Number of days to execute a change order
Standard: 7-days

99. Number of days to review Requisitions for Payments by MOD project manager and submitted to Finance for payment
Standard: 7-days

100. Percentage of Requisitions for Payment reviewed and submitted to Finance for payment within 7-day standard
Standard: 95%

101. Frequency of meetings with Finance to review obligations and expenditures of Capital Fund Budgets to determine Cash Flow Analysis
Standard: Monthly

102. Percentage of As-Built drawings provided to document conditions for each construction project
Standard: 100%

103. Filing and check-out system for construction drawings maintained
Standard: Construction Drawings for 100% of all construction projects maintained in flat files for reference and copying as required

104. Percentage of contractors providing Certificates of Insurance performing work at the Authority
Standard: 100%

Physical Needs Assessment (PNA)

105. Prepare Physical Needs Assessments (PNA) of all developments
Standard: Annually

106. Percentage of developments with current Physical Needs Assessments of
Standard: 100%

107. Field inspections for PNA conducted and submitted
Standard: Semi-annual (Building and Grounds) (Systems)

Housing Management

General Administration

1. Does the department have a set of written policies governing its day-to-day operations
Standards: Yes

2. Frequency of updates of the department's *Standard Operating Manual*
Standards: Annually and within 45-days of regulatory changes

3. Completion of *Monthly Management Report*
Standards: 15th of each month

4. Completion of department's section of *Annual Report on Operations*
Standards: 45 days after completion of fiscal year

5. Enter data updating department's section of the *Goals Management Plan*
Standard: Semi-annually (July 1/January 1)

6. Enter data updating the department's section of *Performance Management Plan*
Standards: monthly (where applicable)

7. Percentage of performance evaluations conducted on schedule
Standard: 100%

8. Conduct meetings with senior staff to discuss performance and planning
Standard: Monthly

9. Submit staff meeting minutes to executive director
Standard: Not later than 3-days after meeting

10. Submit annual planning calendar
Standard: Annually July 1

11. Percentage of site managers with Public Housing Management (PHM) certifications
Standards: 100%

12. Percentage of management aides with PHM certification
Standards: 100%

13. Does the department have a *Public Housing Marketing Plan*
Standards: Yes

14. Frequency of Public Housing Marketing Plan update
Standards: Annually

15. Frequency of marketing events annually
Standards: Quarterly (when necessary)

16. Number of new marketing materials developed annually
    Standards: One

17. Number of office audits conducted
    Standards: One per year per development

18. Percentage of office audits conducted on-schedule
    Standards: 100%

19. Response time from site managers to office audit findings (if any)
    Standards: 5 workdays

20. Utility allowances updated
    Standard: Annually

Tenant Selection Activities

21. Number of public housing applications processed monthly
    Standard: (Informational only)

22. Minimum number of applicants on waiting list
    Standard: 1000

23. Public housing waiting list purged
    Standard: Annually

24. Waiting list updated and posted
    Standard: Monthly

25. Pre-application waiting list purged
    Standard: Annually

26. Applicant to vacancy ratio
    Standard: 15:1

27. Percentage of "offers" meeting income targets annually
    Standard: 100%

28. Percentage of family applicants to public housing that have had home visits conducted
    Standard: 100%

29. Percentage of applicants offered housing that have had criminal background reviews completed
    Standard: 100%

30. Number of landlord references/applicant
    Standard: 5 references or 5 years

31. Average number of days to process an applicant for admission (to qualify)
    Standard: 15 working days

32. Number of days from initial application to sending of receipt of application
    Standards: 7 days

33. Number of days between request for and actual informal hearing conducted
Standard: < 30-days

34. Percentage of informal hearings held within 30-days of request
Standard: 100%

35. Percentage of original decisions upheld after informal hearings
Standards: 75%

36. Percentage of informal hearing decisions requesting a formal hearing
Standards: 23%

37. Number of days between request for and actual formal hearing
Standard: 30days

38. Percentage of formal hearings held within 30-days of request
Standard: 100%

39. Percentage of PHA decisions upheld in formal hearing
Standard: 90%

40. Number of new admissions meeting local preference
Standard: 25%

41. Number of non-traditional office hours provided by Tenant Selection Office
Standards: 4 hrs. per month summer- 4 hrs per month winter

42. Percent of all new applicants (family developments) scheduled for Preparation for Community Living Program
Standards: 100%

Property Management/Lease Enforcement

43. Percentage of residents in elderly-disabled developments issued building access cards
Standard: 100%

44. Percentage of residents in elderly-disabled developments issued access cards within 3-days
Standard: 100%

45. Percentage of "unit "offers" accepted
Standard: 75%

46. Ratio of folders to number of units expected to become available
Standard: 4:1

47. Average number of days from receipt of applicant folder to lease-up (Lease-up time)
Standard: 7 to 10 days

48. Percentage of new residents executing a lease that receive development orientation
Standard: 100%

49. Overall occupancy rate
    Standard: 97%

50. Number of developments meeting 97% occupancy rate
    Standard: 100%

51. Overall rent collection rate
    Standard: 95%

52. Monthly rent collection rate for family developments
    Standard: 94%

53. Monthly rent collection rate for elderly/disabled developments
    Standard: 96%

54. Percentage of developments achieving rent collection rate 100% of time
    Standard: 90%

55. Delinquent TARS as percentage of total tenant charges
    Standard: 7%

56. Percentage of TARS greater than 60-days
    Standard: 2% or less

57. Percentage of HUD form 50058 submitted on time monthly
    Standard: 96%

58. Percentage of households on transfer list as a percentage of aggregate number of households
    Standard: (Informational only)

59. Percentage of "adequately-housed" families
    Standard: ≤ 90%

60. Ratio of transfers to new leases
    Standard: 1:1 with occupancy 97% or greater 5:1 less than 97%

61. Number of regularly scheduled Resident-Management meeting conducted annually
    Standard: 12/year held monthly

62. Percentage of developments meeting the Resident-Management meeting requirements
    Standard: 90%

63. Resident-Management meeting minutes forwarded to Executive Director by e-mail
    Standard: ≤ 3-days

64. Conduct annual re-certifications
    Standard: Within 60-days of lease expiration

65. Percentage of developments achieving recertification objective
    Standard: 100%

66. Number of vacate inspections completed within 24-hours
    Standard: 100%

67. Is there a method to track resident inquiries and/or complaints
    Standard: Yes

68. Response time to resident complaints or inquiries
    Standard: Within 48-hours

69. Utility allowance calculations performed
    Standard: Annually

70. Lease violations notices sent within 24-hours of notification/observation
    Standard: 100%

71. Number of management "walk-arounds"/week
    Standard: ≤ one/day

72. Percentage of developments achieving management "walk-around" standard
    Standard: 100%

73. Average number of days from notification to eviction
    Standard: 30 days

74. Resident directory (high-rise only) updated
    Standard: Every Tuesday - 100%

Resident Satisfaction Survey

75. Overall rating received for "Communications" section in the annual HUD's/PHA Customer Satisfaction Survey
    Standard: ≤ 80% or higher

76. Rating received for HUD/PHA Resident Satisfaction Survey question #6 subpart question: *Do you think management provides you information about:*
    Maintenance and repair (water shut-offs, boiler shutdowns, modernization activities?
    Standard: ≤ 80%

77. Rating received for HUD/PHA Resident Satisfaction Survey question #6 subpart question:
    Do you think management provides you information about: The rules of you lease?
    Standard: ≤ 90%

78. Rating received for HUD/PHA Resident Satisfaction Survey question #6 subpart question:
    Do you think management provides you information about: Meetings and events?
    Standard: ≤ 80%

79. Rating received for HUD/PHA Resident Satisfaction Survey question #7 subpart question:
    Do you think management is: Responsive to your questions and concerns?
    Standard: ≤ 80%

80. Rating received for HUD/PHA Resident Satisfaction Survey question #7 subpart question:
    Do you think management is: Courteous and professional with you?
    Standard: ≤ 85%

81. Rating received for HUD/PHA Resident Satisfaction Survey question # 7 subpart question: *Do you think management is: Supportive of your resident/tenant association?*
Standard: ≤ 75%

82. Number of in-house department training sessions conducted
Standard: Quarterly

83. Number of PHM "prep" sessions conducted annually
Standard: One

84. Percentage of staff meeting computer certification ("Prove-It" Program)
Standard: 100% within two years

Leased Housing Department

General Management

1. Does the department have a set of written policies governing its day-to-day operations
Standards: Yes

2. Frequency of updates of the department's *Standard Operating Manual*
Standards: Annually (April) and/or within 45-days of regulatory changes

3. Completion of *Monthly Management Report*
Standards: 15th of each month

4. Completion of department's section of *Annual Report on Operations*
Standards: 45 days after completion of fiscal

5. Enter data updating department's section of the *Goals Management Plan*
Standard: Semi-annually (July 1/January 1)

6. Enter data updating the department's section of *Performance Management Plan*
Standards: monthly (where applicable)

7. Percentage of performance evaluations conducted on schedule
Standard: 100%

8. Conduct meetings with staff to discuss performance and planning
Standard: ≤ Once/month

9. Submit staff meeting minutes to executive director
Standard: Not later than 3-days after meeting

10. Submit annual planning calendar
Standard: Annually July 1

11. Telephone calls returned
Standard: ≥ 24-hours

12. Achieve a high SEMAP score
Standard: 90% or >

13. Maintain a high lease rate for the Voucher
    Standard: 97% or >

14. Maintain a high Voucher budget utilization rate
    Standard: 97% or >

15. Complete recertification calculations of all Section 8 participants
    Standard: 30-days prior to effective date

16. Percentage of recertifications on schedule
    Standard: 95%

17. Percentage of files reviewed for quality control
    Standard: 10%

18. Percentage of files reviewed for compliance with HQS enforcement
    Standard: 5%

19. Percentage of all new leases reviewed to determine rent reasonableness
    Standard: 100%

20. Review changes to the master file and print landlord checks
    Standard: Prior to the 2nd of each month

21. Provide a database to the RI Department of Health with the name and address of Section 8 participants for the purposes of matching children with elevated lead blood levels
    Standard: Monthly

22. Track the number of days for participants to obtain housing
    Standard: Monthly

23. Amount of time it takes the PHA to notify property owners of HQS violations
    Standard: Within 3-days of inspection

24. Conduct annual inspections
    Standard: Within 120-days prior to recertification date

25. Percentage of annual inspections completed on schedule
    Standard: ≤ 97%

26. Conduct complaint inspections
    Standard: Within 5-days of request

27. Percentage of "complaint" inspections conducted within 5 days
    Standard: 100%

28. Number of life threatening violations identified during initial inspection
    Standard: 100%

29. Percentage of life threatening violations identified during initial inspection that were remedied within 24 hours, or within PHA-approved extension period
    Standard: 100%

30. Number of non-life threatening violations cited
    Standard: (Informational only)

31. Percentage of non-life threatening violations that were remedied within 30-days, or within PHA-approved extensions.
    Standard: (Informational only)

32. Conduct "new lease" inspections
    Standard: Within 15-days of receiving the *Request for Lease Approval*

33. Percentage of new lease inspections completed within 15-days
    Standard: 100%

34. Percentage of all requisitions for the 11-B developments reviewed
    Standard: 100%

35. Conduct a contract administrator review of 11-B developments
    Standard: Annually

36. Percentage of 11-B developments reviewed annually
    Standard: 100%

37. Update utility allowance
    Standard: Annually (October)

38. Update payment standards for Voucher Program
    Standard: Annually (October)

39. Track spatial distribution of Section 8 units by neighborhood and census tract
    Standard: Monthly

40. Average waiting time for participants with appointments
    Standard: < 15 minutes

41. Average waiting time for walk-ins
    Standard: < 30 minutes

42. Percentage of 50058 forms submitted to MTCS on schedule monthly
    Standard: 100% of the previous month's changes

43. Update and post Section 8 waiting list
    Standard: Monthly

44. Purge Section 8 waiting list
    Standard: Annually

45. Compile a list of "hard-to-house" families to earn additional administrative fees
    Standard: Annually (July)

46. Amount of "hard-to-house" fees earned annually
    Standard: (Info Only)

47. Percentage of new Section 8 leasees who have attended program orientation
Standard: 100% of families on the waiting list. New lease/transfers are oriented at their initial HA.

48. Conduct voluntary Section 8 orientation for Section landlords and/or prospective landlords
Standard: Semi-annually

49. Publish a Section 8 newsletter for program participants
Standard: Semi-annually

50. Publish and distribute a Section 8 newsletter for landlords
Standard: Semi-annually

51. Percentage of all leases (new & renewal) reviewed for rent reasonableness
Standard: 100%

52. Percentage of participants for which third-party income verification is obtained
Standard: 100%

53. Conduct a marketing effort to attract landlords to the program
Standard: Evaluate quarterly if a marketing effort is needed to attract landlords to the program?

54. The amount of time to approve a participant's move to a new location
Standard: within 5 days

55. Percentage of new Section 8 awards selected from waiting list
Standard: 100%

56. The department complies with HUD's payment standard guidelines
Standard: Not > 110% of current applicable published FMRs and which are not less than 90% of the current applicable published FMRs, other than exception areas authorized by HUD.

57. Percentage of PHA tenant rent and family's share of rent to owner calculations that are incorrect
Standard: < 2%

58. Percentage of newly leased units that passed HQS inspection before the beginning date of the HAP contract
Standard: 100%

59. Family Self-Sufficiency targets have been met
Standard: ≤ 80% of mandatory slots

60. Review transfers that can be "absorbed" to eliminate billing.
Standard: semi-annually

61. Review lease rates to determine whether transfers will be absorbed or administered.
Standard: Quarterly

62. Submit the HUD form # 52665 for new portable leases
Standard: 6 months

Customer Service Ratings

63. Percentage of Section 8 participants who stated they "Agree" or "Strongly Agree" that:
"I am satisfied with the way the PHA's Section 8 staff treats me."
Standard: ≤ 85%

64. Percentage of Section 8 participants who stated they "Agree" or "Strongly Agree" that:
"I feel the staff shows concern for my situation when I contact them."
Standard: ≤ 75%

65. Percentage of Section 8 participants who stated they "Agree" or "Strongly Agree" that:
"I am satisfied with the speed that my questions are answered."
Standard: ≤ 80%

66. Percentage of Section 8 participants who stated they "Agree" or "Strongly Agree" that:
"The Section 8 staff are courteous and polite."
Standard: ≤ 85%

67. Percentage of Section 8 participants who stated they "Agree" or "Strongly Agree" that:
"Phone messages are returned within 24-hours."
Standard: ≤ 90%

68. Percentage of Section 8 participants who stated they "Agree" or "Strongly Agree" that:
"When I come in for a scheduled appointment it starts on time."
Standard: ≤ 85%

69. Percentage of Section 8 participants who rated the overall performance of Section 8 inspectors "Good" or "Excellent."
Standard: ≤ 90%

70. Percentage of Section 8 participants who rated the courtesy and politeness of Section 8 inspectors as "Good" or "Excellent."
Standard: ≤ 90%

71. Percentage of Section 8 landlords who "Agree" or Strongly Agree" that they are satisfied with the way the Section 8 staff treats them.
Standard: ≤ 85%

72. Percentage of Section 8 landlords who "Agree" or "Strongly Agree" that the Section 8 staff are courteous and polite.
Standard: ≤ 85%

73. Percentage of Section 8 landlords who rate the overall performance of the Section 8 inspectors as "Good" or "Excellent."
Standard: ≤ 85%

74. Percentage of Section 8 landlords who rate courtesy and politeness of the Section 8 inspectors as "Good" or "Excellent."
Standard: ≤ 85%

75. Percentage of Section 8 landlords who "Agree" or "Strongly Agree" that they received their rent payment by the 5th of each month.
Standard: ≤ 90%

Department of Resident Services

General Management

1. Does the department have a set of written policies governing its day-to-day operations (Standard Operating Procedures)
   Standard: Yes

2. Frequency of updates of the department's *Standard Operating Manual*
   Standard: Annually

3. Completion of *Monthly Management Report*
   Standard: 15th of each month

4. Completion of department's section of Annual Report on Operations
   Standard: 45 days after completion of fiscal year

5. Enter data updating department's section of the *Goals Management Plan*
   Standard: Semi-annually (July1/January1)

6. Enter data updating the department's section of *Performance Management Plan*
   Standard: monthly (where applicable)

7. Percentage of performance evaluations conducted on schedule
   Standard: 100%

8. Conduct staff meetings with senior staff to discuss performance and planning
   Standard: ≤ twice/month

9. Submit staff meeting minutes to executive director
   Standard: Not later than 3-days after meeting

10. Submit annual planning calendar
    Standard: Annually July 1

11. Does the department have a Service Plan describing the delivery of its programs?
    Standard: Yes

12. Service Plan is updated
    Standard: Annually

13. Staff Training Hours
    Standard: 10 hours annually/full time staff; 5 hours annually part time staff

14. Assessments of On Site, Third Party Service Providers
    Standard: Division managers complete annual written review of third party providers offering programs and services at PHA sites.
    Education & Training

15. Number of English as a Second Language (ESL) sessions conducted annually
    Standard: 30 hours of instruction per week, scheduled 38 weeks per year

16. Number of hours ESL sessions are conducted annually
    Standard: 1140

17. Number of ESL placements available
    Standard: ≤ 25

18. Percentage of ESL placements filled
    Standard: 100%

19. Average attendance rate at ESL sessions
    Standard: 4,500 annual attendance hours

20. % of ESL students who complete CASAS instructional level in reading and/or math annually:
    Standard: 80% of students with greater than 50% attendance

21. Percentage of participants in ESL training were "very satisfied" or "satisfied" with the program according to customer satisfaction survey
    Standard: 90%

22. Number of ABE/GED sessions conducted annually
    Standard: 30 hour weekly classes scheduled 38 weeks per year

23. Number of hours ABE/GED sessions are conducted annually
    Standard:1140

24. Number of ABE/GED placements available
    Standard: : ≤ 25

25. Percentage of ABE/GED placements filled
    Standard:100%

26. Average attendance rate at ABE/GED sessions
    Standard: 4,500 attendance hours

27. Percentage of ESL students who complete CASAS instructional level in reading and/or math annually:
    Standard: 80% of students with greater than 50% attendance rate

28. Percentage of those who participated in the PHA conducted GED training 27program who take and pass the exam
    Standard: 80% of students who enter at grade level 9 or higher and attendant 50% or more of scheduled classes pass one or more GED tests.

29. Percentage of participants in GED training who were "Very Satisfied" or "Satisfied" with the program according to customer satisfaction survey
    Standard:90%

30. Number of Introduction to Computers sessions conducted annually
    Standard: two

31. Number of hours Introduction to Computers sessions are conducted annually

Standard: 40

32. Number of Introduction to Computers placements available
Standard: 24

33. Percentage of Introduction to Computers placements filled
Standard:75%

34.. Average attendance rate at Introduction to Computers sessions
Standard: 50%

35. Percentage of participants in Introduction to Computers training who rate the program "Good" or "Excellent" in customer satisfaction survey
Standard:90%

36. Number of Office Skills sessions conducted annually
Standard: 1

37. Number of hours Office Skills sessions are conducted annually
Standard: 48 hours annually

38. Number of hours Office Skills placements available
Standard: 12 annually

39. Percentage of Office Skills placements filled
Standard: 90%

40. Average attendance rate at Office Skills sessions
Standard: 90%

41. Percentage of participants in Office Sills training who rate the program " Good" or "Excellent" in customer satisfaction survey
Standard:90%

42. Total number of students utilizing adult education and training programs
Standard: 100

43.. Total number of hours of participation in adult education and training programs
Standard:12,000

Family Self-Sufficiency

44. Number of FSS enrollees
Standard: 150

46. Percentage of enrollees with FSS contracts
Standard:100%

55. Number of FSS participants receiving job placements
Standard: 10

56. Percentage of FSS participants receiving job placements
Standard: 10 annually. 15-20% annually

57. Number of TANF cases closed since initial enrollment in FSS Program
Standard: 30% of active caseload. Note that not all participants are receiving TANF cash when they start.

58. Percentage of participants benefiting from public policy supportive of transition from welfare to work
Standard: 100%

59. Percentage of participants referred to effective domestic violence, crisis management, and substance abuse services
Standard: Track referrals for 06/30/06

Section 8 Homeownership

60. Initial outreach.
Standard: All Section 8 program participants who meet federally defined minimum program eligibility are referred to Resident Services.

61. Number who contacted and expressed interest or sought more information
Standard: (Informational only) (we should set an objective however)
Standard: 100 annually

62. Number who attended information session conducted by PHA
Standard: 60 annuallly

63. Number referred to Homeownership classes
Standard: 50

64. Percentage referred to Homeownership classes who completed program
Standard: 20%

65. Number who pre-qualified for program
Standard: 8

66. Number of Purchase & Sales Agreements executed
Standard: 3

67. Number of Section 8 Homeownership Program closing
Standard: 3

Youth Programs

68. Number of residents enrolled in Youth Programs
Standard: 130

69. Percentage of PHA youth enrolled as a percentage of total youths
Standard: 5%

70. Total Youth Program contact hours per month/quarter /annual
Standard: 800 annual program hours x 130 slots x 80% = 83,200 contact hours

71. Cost per participant in Youth Program

Standard: $3700 annually

72. Number of recreation center orientation sessions conducted annually:
Standard> 9 (3 per program site: October, January, July)

73. Average enrollment at Substance Abuse Prevention Programs (SAPE)
Standard: 130

74. Number of sites achieving enrollment standard for SAPE
Standard: 3

75. Percentage of sessions that met enrollment standard (SAPE)
Standard: Average daily attendance 85%

76. Percentage of attendees who rated the SAPE program as "Good" or "Excellent"
Standard: 90%

77. Average enrollment at Homework Help/Tutoring programs
Standard: 95

78. Number of sites achieving enrollment standard for Homework Help/Tutoring programs
Standard: 3

79. Percentage of attendees who rated the Homework Help/Tutoring program as "Good" or "Excellent"
Standard: 90%

80. Average enrollment at Computer Club
Standard: 110 (computer club; no enrollment for drop in)

81. Number of sites achieving enrollment standard for Computer Club/drop-in Lab
Standard: 3

82. Percentage of sessions that met enrollment standard for Computer Club/Drop-in Lab
Standard: 85%

83. Percentage of attendees who rated the Computer Club/Drop-in Lab as "Good" or "Excellent"
Standard: 90%

84. Average enrollment for Youth Sports activities
Standard: 100% of enrollees sports; 45 annually in league sports

85. Number of sites achieving enrollment standard for youth Sports activities
Standard: 3

86. Percentage of sessions that met enrollment standard for Youth Sports activities
Standard: 85%

87. Percentage of attendees who rated Youth spots activities as "Good" or "Excellent"
Standard: 90%

88. Average enrollment in other Youth Programs
Standard: 75 annually

89. Number of sites achieving enrollment standard other Youth Programs
Standard: 3

90. Percentage of sessions that met enrollment standard for other Youth Programs
Standard: 85%

91. Percentage of attendees who rated the other Youth Programs as "Good" or "Excellent"
Standard: 90%

Supportive Services
Community Orientation (aka; PCL) and Housekeeping Support

92. Number of participants in attendance (family) monthly/quarterly/annually
Standard: 300 annually (will vary with occupancy and turnover)

93. Number of sessions conducted in for new residents (family)
Standard: 24

94. Number of sessions conducted in Spanish (family)
Standard: 12

95. Percentage of total participants who attended Spanish-speaking sessions (family)
Standard: 57% (varies with applicant profile)

96. Percentage of participants who attended as a percentage of those notified to attend
Standard: 60%

97. Percentage who attended who rated the program as either "Good" or "Excellent"
Standard: 90%

98. Percentage who attended who rated the program as "Useful" or "Very Useful" in preparing them for public housing residency
Standard: 90%

99. Total number of orientation sessions conducted for elderly-disabled residents
Standard: 24 annually

100. Total number participating in orientation sessions (elderly-disabled)
Standard: 150 (need first year data)

101. Number of high-rise poor housing referrals annually
Standard: 75 annually

102. Percentage of poor housekeeping interventions resulting in subsequent satisfactory unit inspection: 50%

Resident Service Coordinators

103. Percentage of residents rating Supportive Services either "Satisfied" or "Very Satisfied"
Standard: 95%

104. Average number of days from resident move-in to RSC visit to conduct assessment
Standard: Within 30 days

105. Percentage of assessment completed on schedule
Standard: 90%

106. Percentage of residents who refused RSC assessment
Standard: 5%

107. Total number of unduplicated persons accessing Supportive Services
Standard: 1o00 annually, excluding PCL

108. Total number of service units provided by Supportive Services Division
Standard: 13,000

109. Percentage of total number of residents (unduplicated) accessing services
Standard: 85%

110. Number of Individual Service Plans (ISP) developed
Standard: 900

111. Percentage of ISPs as a percentage of those visited
Standard: 90%

112. Percentage of residents demonstrating progress toward Service Plan goals
Standard: 95%

113. Percentage of scheduled field trips for high-rise residents
Standard:15 annually

114. Unduplicated count of residents taking advantage of trips
Standard: 75

115. Educational presentations scheduled at high-rises
Standard: 35 annually

116. Unduplicated count of residents attending educational presentations
Standard: 200

117. Percentage of educational presentation attendees rating content Useful/Very Useful
Standard: 90%

118. Number of negative terminations from FSS program
Standard: (Informational only) 10-15 per year

119. Negative terminations as a percentage of all terminations
Standard:30%

120. Percentage of FSS participants employed or in an education or training program
Standard:100% who have been in 30 days

121. Number of FSS participants receiving job placements
Standard: 10

122. Percentage of FSS participants receiving job placements
Standard: 10 annually. 15-20% annually

123. Number of TANF cases closed since initial enrollment in FSS Program
Standard: 30% of active caseload. Note that not all participants are receiving TANF cash when they start.

124. Percentage of participants benefiting from public policy supportive of transition from welfare to work
Standard: 100%

125. Percentage of participants referred to effective domestic violence, crisis management, and substance abuse services
Standard: Track referrals for 06/30/06

Section 8 Homeownership

126. Initial outreach. Section 8 program participants who meet federally defined minimum program eligibility are referred to Resident Services.

127. Number who contacted and expressed interest or sought more information
Standard: (Informational only) (we should set an objective however)
Standard: 100 annually

128 Number who attended information session conducted by PHA
Standard: 60 annuallly

129. Number referred to Homeownership classes
Standard: 50

130. Percentage referred to Homeownership classes who completed program
Standard: 20%

131. Number who pre-qualified for program
Standard: 8

132. Number of Purchase & Sales Agreements executed
Standard: 3

133. Number of Section 8 Homeownership Program closing
Standard: 3

Youth Programs

134. Number of residents enrolled in Youth Programs
Standard: 130

135. Percentage of PHA youth enrolled as a percentage of total youths

Standard: 5%

137. Total Youth Program contact hours per month/quarter /annual
Standard: 800 annual program hours x 130 slots x 80% = 83,200 contact hours

138. Cost per participant in Youth Program
Standard: $3700 annually

139. Number of recreation center orientation sessions conducted annually:
Standard> 9 (3 per program site: October, January, July)

140. Average enrollment at Substance Abuse Prevention Programs (SAPE)
Standard: 130

141. Number of sites achieving enrollment standard for SAPE
Standard: 3

142. Percentage of sessions that met enrollment standard (SAPE)
Standard: Average daily attendance 85%

143. Percentage of attendees who rated the SAPE program as "Good" or "Excellent"
Standard: 90%

144. Average enrollment at Homework Help/Tutoring programs
Standard: 95

145. Number of sites achieving enrollment standard for Homework Help/Tutoring programs
Standard: 3

146. Percentage of attendees who rated the Homework Help/Tutoring program as "Good" or "Excellent"
Standard: 90%

147. Average enrollment at Computer Club
Standard: 110 (computer club; no enrollment for drop in)

148. Number of sites achieving enrollment standard for Computer Club/drop-in Lab
Standard: 3

149. Percentage of sessions that met enrollment standard for Computer Club/Drop-in Lab
Standard: 85%

150. Percentage of attendees who rated the Computer Club/Drop-in Lab as "Good" or "Excellent"
Standard: 90%

151. Average enrollment for Youth Sports activities
Standard: 100% of enrollees sports; 45 annually in league sports

152. Number of sites achieving enrollment standard for youth Sports activities
Standard: 3

153. Percentage of sessions that met enrollment standard for Youth Sports activities
Standard: 85%

154. Percentage of attendees who rated Youth spots activities as "Good" or "Excellent"
Standard: 90%

155. Average enrollment in other Youth Programs
Standard: 75 annually

156. Number of sites achieving enrollment standard other Youth Programs
Standard: 3

157. Percentage of sessions that met enrollment standard for other Youth Programs
Standard: 85%

158. Percentage of attendees who rated the other Youth Programs as "Good" or "Excellent"
Standard: 90%

Annual PHA Plan
PHA Fiscal Year 2007
(24 CFR Part 903.7)

i. Annual Plan Type:

Select which type of Annual Plan the PHA will submit.

☒ **Standard Plan**

☐ **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.

In this Annual Plan, the Providence Housing Authority outlines policies and procedures contained in our various Standard Operating Procedures Manuals used in our day-to-day operations and certify that they are in conformance and consistent with PHA handbooks and manuals.

The following pages, along with these supporting documents, comprise this Plan. In 2000 the Providence Housing Authority developed our own separate, 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 as surveys of external and internal stakeholders, all PHA employees, commissioners, and extensive environmental scanning activities. This process began again in 2004 and 2005. Last 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 in FY2007. (The new Strategic Plan would have been completed by now, but was suspended in anticipation of HUD's new rules and regulations for converting to Asset-based Management and Accounting. Even now, rules are trickling out preventing us from definitively completing our plan.) 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. In the upcoming year, we will determine whether to expand this preference.

Also included in the annual and five-year planning processes are capital improvements that are either currently underway or to be addressed in the following years that cover a wide range of improvements to PHA sites and dwelling structures. Both annual and five-year capital fund statements are included in this document. The PHA will also consider applying for advanced Capital Funds through the use of a Capital Fund Revenue bond. It was this capitalization mechanism that was used to build the new community center and facilities management central office and warehouse at the Hartford Park development. If successful, these new Capital Fund bond proceeds will be used to accelerate several projects identified in our Physical Needs Assessment and planned for in our Comprehensive Capital Improvement Plan.

Services addressed in this plan include a Homeownership Program that has already resulted in eight former public housing residents owning their own homes; 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 and its private developer partner recently completed developing 65 low income housing tax credit program units at the former Roger Williams development site. The new site will be known as Williams-Woods Place. This project will add desperately needed housing in the city of Providence. Ground was broken for the construction in February 2006 and the first units were leased and occupied in December 2006. The balance of the site will be leased in January of 2007. The Authority looks forward to developing additional affordable housing units in 2007 by utilizing LIHTC and Replacement Housing funds provided by HUD.

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:
- 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

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 **(page 130)**
- ☒ FY 2007 Capital Fund Program Annual Statement **(See Attachments)**
- ☐ Most recent board-approved operating budget (Required Attachment for PHAs that are troubled or at risk of being designated troubled ONLY) **(N/A)**
- ☒ List of Resident Advisory Board Members **(page 134)**
- ☒ List of Resident Board Members **(page 134)**
- ☒ Community Service Description of Implementation **(page 131)**
- ☒ Information on Pet Policy **(page 121)**
- ☒ Section 8 Homeownership Capacity Statement, if applicable **(page 114)**
- ☒ Description of Homeownership Programs, if applicable **(page 114)**

Optional Attachments:

☒ PHA Management Organizational Chart
☒ FY 2007 Capital Fund Program 5 Year Action Plan
☒ Comments of Resident Advisory Board or Boards (must be attached if not included in PHA Plan text)
☒ Other (List below, providing each attachment name)

- Plans to address issues from REAC Resident Satisfaction Survey.
- Capital Fund Annual Statement/Performance & Evaluation Report

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: Eligibility, Selection, and Admissions Policies
X	Section 8 Administrative Plan	Annual Plan: Eligibility, Selection, and Admissions Policies
X	Public Housing Deconcentration and Income Mixing Documentation:	Annual Plan: Eligibility, Selection, and

List of Supporting Documents Available for Review		
Applicable & On Display	**Supporting Document**	**Applicable Plan Component**
	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 Quality Housing and Work Responsibility Act Initial Guidance; Notice* and any further HUD guidance) and 2. Documentation of the required deconcentration and income mixing analysis	Admissions Policies
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
NA	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
NA	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

List of Supporting Documents Available for Review		
Applicable & On Display	**Supporting Document**	**Applicable Plan Component**
NA	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
NA	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: Community Service & Self-Sufficiency
X	FSS Action Plan/s for public housing and/or Section 8	Annual Plan: Community Service & Self-Sufficiency
X	Most recent self-sufficiency (ED/SS, TOP or ROSS or other resident services grant) grant program reports	Annual Plan: Community Service & Self-Sufficiency
NA	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
NA	Troubled PHAs: MOA/Recovery Plan	Troubled PHAs
	Other supporting documents (optional) (list individually; use as many lines as necessary)	(specify as needed)

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	Afford-ability	Supply	Quality	Access -ibility	Size	Loca-tion
Income <= 30% of AMI	20,942	4	4	3	3	3	3
Income >30% but <=50% of AMI	7,933	4	4	3	3	3	3
Income >50% but <80% of AMI	9,507	4	3	3	3	3	3
Elderly	5,554	4	2	3	2	3	2
Families with Disabilities	9,349	4	4	3	3	3	3
Race/Ethnicity **White**	22,807	4	4	3	3	3	3
Race/Ethnicity **African-American**	6,271	4	4	3	3	3	3
Race/Ethnicity **Native American**	498	4	4	3	3	3	3
Race/Ethnicity **Asian**	2,075	4	4	3	3	3	3
Race/Ethnicity **Hispanic (All Races)**	11,572	4	4	3	3	3	3

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: 2005-2010 Published: May 2005

☐ U.S. Census data: the Comprehensive Housing Affordability Strategy ("CHAS") dataset

☒ American Housing Survey data
Indicate year: 2006

☒ Other housing market study
Indicate year: PHA Rental Survey 2006

☐ Other sources: (list and indicate year of information)

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

Housing Needs of Families on the Public Housing Waiting List (As of 11/01/06)

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/subjurisdiction:

	Number of families	Percent of total families	Annual Turnover
Waiting list total	**918 (3,783 pre-applications)**		460
Extremely low income <=30% AMI	911	99%	
Very low income (>30% but <=50% AMI)	5	< 1.0%	
Low income (>50% but <80% AMI)	2	< 1.0%	
Families with children	477	52%	
Elderly families	126	14%	
Families with Disabilities	322	35%	
Race/ethnicity (HW)	516	56%	
Race/ethnicity (HB)	20	2.0%	
Race/ethnicity (NHW)	136	15%	
Race/ethnicity (NHB)	208	23%	
Characteristics by Bedroom Size (Public Housing Only)	**Number of Units**	**Percent of Total Units**	**Turnover Rate**
0-BR	287	31%	15%
1BR	211	23%	11%
2 BR	214	23%	11%
3 BR	158	17%	8.0%
4 BR	32	4.0%	2.0%
5 BR	9	1.0%	< 1.0%
5+ BR	7	1.0%	< 1.0%

Is the waiting list closed (select one)? ☒ No ☐ Yes
If yes:
How long has it been closed (# of 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

Housing Needs of Families on the Section 8 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/subjurisdiction:

	# of families	% of total families	Annual Turnover
Waiting list total	**361 (1,687 Pre-apps)**		60
Extremely low income <=30% AMI	282	77%	
Very low income (>30% but <=50% AMI)	79	23%	
Low income (>50% but <80% AMI)	0	0%	
Families with children	318	88%	
Elderly families	19	12%	
Families with Disabilities	12	3%	
Race/ethnicity (W)	274	76%	
Race/ethnicity (B)	79	22%	
Race/ethnicity (AI)	5	1%	
Race/ethnicity (A)	3	< 1%	
Characteristics by Bedroom Size (Public Housing Only)	**NA Section 8**		
1BR			
2 BR			
3 BR			
4 BR			
5 BR			
5+ BR			

Is the waiting list closed (select one)? ☐ No ☒ Yes
If yes:
How long has it been closed (# of months)? 7-years (Section 8)
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.

(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)
  - Develop 4-6 units of affordable housing using RHP and LIHTC funds.

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
- ☒ 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:

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

Strategy 2: Conduct activities to affirmatively further fair housing

☒ 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)
- Develop brochures and other marketing tools extolling the benefits of living outside areas of concentrated poverty.

Other Housing Needs & Strategies: (list needs and strategies below)
- See PHA's Performance Management & Accountability Plan

(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
☒ 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)
- Consultation with other stakeholders through surveys, focus groups and interviews.

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.

Financial Resources: Planned Sources and Uses		
Sources	**Planned $**	**Planned Uses**
1. Federal Grants (FY 2007 grants)		
a) Public Housing Operating Fund	$ 9,143,000	
b) Public Housing Capital Fund	$ 3,875,000	
c) HOPE VI Revitalization		
d) HOPE VI Demolition		
e) Annual Contributions for Section 8 Tenant-Based Assistance ACC for Project-based Section 8	$ 12, 835,184 $ 4,528,385	
f) Public Housing Drug Elimination Program (including any Technical Assistance funds)	0	
g) Resident Opportunity and Self-Sufficiency Grants	$ 360,000 $ 55,000	
h) Community Development Block Grant	0	
i) HOME		
Other Federal Grants (list below)		
2. Prior Year Federal Grants (Unobligated funds only)		
Section 8 FSS Grant	$ 121,000	Self-Sufficiency
ROSS Grant	$ 167,000	Education & Training
3. Public Housing Dwelling Rental Income	$ 6,967,000	Operations
4. Other income (list below)		
Interest Income	$ 86,000	Operations
Other Operating Receipts	$ 762,000	Operations
5. Non-federal sources (list below)		
R.I. Dept. of Health	$ 27,000	Health Programs
R. I. Dept. of Education	$32,000	ABE & ESL
RI State Incentive Grant		Drug Abuse Prevention
Total Resources	**$ 38,958,569**	

The total resources available are based on current information available at the time this plan was prepared and are subject to appropriations and other factors not known at this time. The amount cited above is $4.6 million (10.6%) less than the amount cited in last year's plan document

3. PHA Policies Governing Eligibility, Selection, and Admissions

(24 CFR Part 903.7 9 (c))

A. Public Housing

(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: (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:
- Applicants are required to undergo a Home Visit prior to occupancy to determine their housekeeping skills.
- Applicants are required to attend a pre-occupancy "Living Skills Orientation Program.

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:
- ***PHA website: pha-providence.com***

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? **0**

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?

3. ☐ Yes ☐ No: May families be on more than one list simultaneously
   If yes, how many lists?

4. Where can interested persons obtain more information about and sign up to be on the site-based waiting lists (select all that apply)?
   - ☐ 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 (to permit modernization work)
☐ Resident choice: (state circumstances below)
☒ Other:

- When occupancy is below 97% (only emergency transfers)
- When occupancy is greater than 97% (5X for each new admission)

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 (Limited for special program to ten chronically homeless)
☐ 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
☐ 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

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 (25% of all new admissions)
☐ 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:
- Resident pre-occupancy program
- Orientation at site at time of leasing
- PHA Website

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: Did the PHA's analysis of its family (general occupancy) developments to determine concentrations of poverty indicate the need for measures to promote deconcentration of poverty or income mixing?

b. ☐ Yes ☒ No: Did the PHA adopt any changes to its **admissions policies** based on the results of the required analysis of the need to promote deconcentration of poverty or to assure income mixing?

c. If the answer to b was yes, what changes were adopted? (select all that apply)

- ☐ Adoption of site-based waiting lists
  If selected, list targeted developments below:
- ☐ Employing waiting list "skipping" to achieve deconcentration of poverty or income mixing goals at targeted developments
  If selected, list targeted developments below:
- ☐ Employing new admission preferences at targeted developments
  If selected, list targeted developments below:
- ☐ Other (list policies and developments targeted below)

d. ☐ Yes ☒ No: Did the PHA adopt any changes to **other** policies based on the results of the required analysis of the need for deconcentration of poverty and income mixing?

e. If the answer to d was yes, how would you describe these changes? (select all that apply)

- ☐ Additional affirmative marketing
- ☐ Actions to improve the marketability of certain developments
- ☐ Adoption or adjustment of ceiling rents for certain developments
- ☐ Adoption of rent incentives to encourage deconcentration of poverty and income-mixing
- ☐ Other (list below)

f. Based on the results of the required analysis, in which developments will the PHA make special efforts to attract or retain higher-income families? (select all that apply)

- ☒ Not applicable: results of analysis did not indicate a need for such efforts
- ☐ List (any applicable) developments below:

g. Based on the results of the required analysis, in which developments will the PHA make special efforts to assure access for lower-income families? (select all that apply)

- ☒ Not applicable: results of analysis did not indicate a need for such efforts
- ☐ List (any applicable) developments below:

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
- ☐ More general screening than criminal and drug-related activity (list factors below)
- ☐ Other (list below)

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:
  - Previous landlord reference, rents due, rent paying record, damage claims, 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
- ☒ Other:
  - At a location selected by the PHA when they open the waiting list. The last time the waiting list was opened for new applicants approximately 4,000 applicants arrived. For this reason, a designated location, which can handle the logistics of this size operation, has to be selected.

(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:

- For reasonable accommodation for handicapped and/or disabled persons.
- New participants from the waiting list receive two 30-day extensions for a total of 120 days.
- 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.
- 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
☐ Veterans and veterans' families
☐ Residents who live and/or work in your jurisdiction

- ☐ Those enrolled currently in educational, training, or upward mobility
- ☐ Households that contribute to meeting income goals
- ☐ 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
☐ 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)
(2) 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: Direct mail to applicants and groups supporting those Special purposes.

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

   - NOTE: The PHA will seek to increase the minimum rents to $50 in FY2007.

2. ☒ Yes ☐ No: Has the PHA adopted any discretionary minimum rent hardship exemption policies?

3. If yes to question 2, list these policies below:
   - Elderly or disabled with no 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?

3. If yes to above, list the amounts or percentages charged and the circumstances under which these will be used below:
   - Flat Rent based on local FMRs

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/ 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
   - ☐ 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.)
   - ☒ 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 below100% of FMR
- ☒ 100% of FMR
- ☐ Above 100% but at or below 110% of FMR
- ☐ Above 110% of FMR (if HUD approved; describe circumstances
  - The Eastside of Providence, which has rents considerably higher than the rest of the city, is at 110% of FMR.

b. 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
- ☒ Other:
  - Semi-annually

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

(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)

- Elderly or disabled persons with no income.

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.

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

B. HUD Programs Under PHA Management

Program Name	Units or Families Served at Year Beginning	Expected Turnover
Public Housing	2,606	460
Section 8 Vouchers	1,820	150
Section 8 Certificates	121	18
Section 8 Mod Rehab	193	90
Special Purpose Section 8 Certificates/Vouchers (list individually)	0	NA
Other Federal Programs:		
Family Self-Sufficiency (Public Housing Residents)	75	
Family Self-Sufficiency (Section 8 Residents)	33	
Resident Opportunity & Support Services	220	
Neighborhood Network	60	
Resident Services Coordinators	1,100	

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

(This Operations Manual outline, as well as all other Operating Manuals, Administrative Plans, Capital Improvement Plans and Standard Operating Procedures for all PHA departments and Offices are available for review at the PHA Main Administrative Offices at 100 broad Street during normal business hours or by appointment. The entire manual is available for review. It is not feasible to place all our manuals of policies and procedures in this document. Too many trees would have to be sacrificed!)

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 Energy Conservation
- Annual Utility Review
- Energy Management Strategies

Appendices

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

Inspection Forms

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

Vehicle Forms

- FM-Veh1 In-Shop Vehicle Maintenance
- FM-Veh2 Monthly Vehicle Fuel Log
- FM-Veh3 Motor Vehicle Accident Report (DMV)
- FM-Veh4 Vehicle Accident Report
- FM-Veh5 Vehicle Checklist
- 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-Log2 Dispatch Office Radio Check-out Log
- FM-Log3 Elevator Log
- FM-Log4 Employee Sick Log
- FM-Log5 Key Log

Housing Management Administrative Handbook

Chapter 1: History/Organization

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

Chapter 2: Introduction to Admissions & Continued Occupancy Plan

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

Chapter 3: Eligibility for Admission

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

Chapter 4: Application Processing

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

Chapter 5: Waiting List

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

Chapter 6: Verification Process

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

Chapter 7: Reviewing Verified Information

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

Chapter 8: Final Determination

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

Chapter 9: Income, Exclusions and Deductions

- Annual Income
- Convert to Annual Income
- Income of Dependents
- Social Security Overpayment Withholding
- Lump Sum Payments
- Lump Sum Payments
- Elderly/Disabled Deduction
- Child Care Expenses
- Medical Expenses

Involving Attorney Fees

- Income of Temporarily Absent Family Members
- Income of Confined Family Members
- Income from Assets
- Regular Contributions and Gifts
- Alimony or Child Support
- Income from a Business
- Relocation Payments
- Reimbursement for Program Related Expenses
- Treatment of Income from Training Programs
- Title V
- Adjusted Income
- Dependent
- Allowance for Disability Expenses
- Specialized Calculation for Households Eligible for Handicapped Assistance and Medical Expenses
- Excess Utility Expenses—Medical Equipment
- Income Exclusions

Chapter 10: Rent Calculation

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

Chapter 11: Tenant Selection and Assignment Plan

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

Chapter 12: Resident Selection Reporting

Chapter 13: Marketing

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

Chapter 14: Leasing

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

Chapter 15: Rent Collection

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

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
- Annual Inspections
- Conducting Annual Inspections
- Reporting Requirements
- HUD Physical Cond. Assess.
- Transfer Inspections
- Emergency/Spot Inspections
- Conducting Emer./Spot Inspections
- Reporting Requirements
- Vacate Inspections
- Conducting Inspections

- Conducting Move-in Inspections
- Reporting Requirements
- Conducting Transfer Inspections
- Reporting Requirements
- Reporting Requirements
- Assessing Vacate Charges

Chapter 21: Grounds Inspection and Maintenance

- Overview
- Conducting Grounds Inspections

Chapter 22: Lease Enforcement

- Handling Complaints
- Boarders and Lodgers
- Housekeeping
- Vehicles
- Towing Policy
- Log Book
- Pets
- Eviction Policy for Pets
- Fraud
- Unreported Employment
- Daycare Fraud
- Welfare Income Charts
- Restitution Agreements

Chapter 23: Termination for Cause

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

Chapter 24: Vacating Units

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

Chapter 25: Grievance Procedure

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

Chapter 26: File Maintenance and Data Entry

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

Chapter 27: Quality Control and Audits

- Logs
- Inspections

Chapter 28: Departmental Reporting

Chapter 29: Fire Policy

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

Chapter 30: Access Cards

- Overview
- Replacement Cards
- Vacating a Unit

- Procedure
- Defective Cards
- Visitors and Vendors

Appendices

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

Other Manuals

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

(2) Section 8 Management: (list below)

Leased Housing (Section 8) Department Administrative Plan

(This is the chapter outline of the Administrative Plan for Section 8 operations. The full plan is available for review at the PHA's Administrative Offices at 100 Broad Street during normal business hours or by appointment.)

- 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
- 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:

- Residents do not have the protection of the grievance procedure if they are engaged in violent or drug related activities.
- 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.

- 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.
- 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.
- The panel shall require all persons present to conduct themselves in an orderly fashion.
- 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.
- Either party may arrange for a transcript of the hearing. Arrangements to be made in advance and, at the requesting party's expense.
- 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.
- 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.
- 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:

- The grievance does not concern PHA action or failure to act; or
- 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:

- remains current in rent; or
- 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:

- The PHA pool;

- The resident pool; and
- 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[1] and community groups and requesting that each agency or group designate one employee or member to serve:

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

[1] The Agencies included in this list were compiled as a part of a larger legal document. Some of the agencies are no longer in existence.

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.

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?

If yes, list additions to federal requirements: See grievance procedures, above.

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)

- **See attachments**

☐ 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

☐ 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:
- Intend to use RHP funds with tax credits to build 4-6 units.

☐ 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:

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: Dominica Manor 1b. Development (project) number: **RI009 (AMP06)**
2. Activity type: Demolition ☐ Disposition ☒
3. Application status (select one) Approved ☐ Submitted, pending approval ☐ Planned application ☒
4. Date application approved, submitted, or planned for submission: (01/06/07)
5. Number of units affected: **None** 6. Coverage of action (select one) ☒ Part of the development ☐ Total development
7. Timeline for activity: a. Actual or projected start date of activity: UKN b. Projected end date of activity: UNK

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

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, Carroll Tower** 1b. Development (project) number: **RI009 (AMP06) RI011 (AMP07)**
2. Designation type: Occupancy by only the elderly ☒ Occupancy by families with disabilities ☐ Occupancy by only elderly families and families with disabilities ☐
3. Application status (select one) Approved; included in the PHA's Designation Plan ☒ Submitted, pending approval ☐ Planned application ☐
4. Date this designation approved, submitted, or planned for submission: **02/10/95 (Initial) Renewed: 7/2000, 7/2002, 12/2004**
5. If approved, will this designation constitute a (select one) ☐ New Designation Plan ☐ Revision of a previously-approved Designation Plan?
6. Number of units affected: **398** 7. Coverage of action (select one) ☐ Part of the development ☒ Total development

10. Conversion of Public Housing to Tenant-Based Assistance

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
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

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: **RI017, RI030, RI039,RI040, RI 036, RI043, RI039**
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
d4. Date Homeownership Plan/Program approved, submitted, or planned for submission: **(09/27/1994)**
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:

12. PHA Community Service and Self-sufficiency Programs

(24 CFR Part 903.7 9 (l))

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**

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)
☒ 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 an MOU, but have not been awarded vouchers for program.

☐ 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**	**Access (development office / PHA main office / other provider name)**	**Eligibility (public housing or section 8**

		criteria/other)		participants or both)
Adult Basic Education 30 hours/week	52 served FY2006	Enrollment Wail List maintained	Hartford Park Manton Heights	Public Housing Section 8
GED Preparation 30 hours/week	15 served FY2006	Enrollment Wait List maintained	Hartford Park Chad Brown/Admiral Terrace	Public Housing Section 8
ESL 30 hours/week	31 served FY2006	Enrollment Wait List maintained	Hartford Park Chad Brown	Public Housing Section 8
Office Skills Classes 60 hour evening job preparation	11 served FY2006	Enrollment Wait List maintained	Offered @Hartford Park. Open to all.	Public Housing Section 8
Section 8 Homeownership	124 served FY2006	Rolling admissions Monthly orientations	Offered @ Hartford Park English/Spanish	Section 8 Voucher holders
Introduction to Computers	45 served FY2006	Enrollment Wait list maintained	Offered @ Hartford Park English/Spanish	Public Housing Section 8
Financial Fitness One week budgeting, credit and banking education course	13 served FY2006	Fall & Spring sessions English/Spanish	Offered @ Hartford Park	Public Housing Section 8

(2) Family Self Sufficiency program/s

a. Participation Description

Family Self Sufficiency (FSS) Participation		
Program	**Required Number of Participants (start of FY 2005 Estimate)**	**Actual Number of Participants (As of: DD/MM/YY)**
Public Housing	**0**	**75**
Section 8	**0**	**33**

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:

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

☒ 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 used 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:
    - Resident – Management Meetings
    - Focus Groups

3. Which developments are most affected? (list below)
    - Chad Brown/Admiral Terrace
    - Hartford Park
    - Manton Heights

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:
    - Frequent meetings with police
    - Designation of unit specifically for patrolling public housing
    - Use of police reserves

2. Which developments are most affected? (list below)
    - Chad Brown/Admiral Terrace
    - Hartford Park
    - Manton Heights

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)

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

14. PET POLICY

(24 CFR Part 903.7 9 (n))

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.

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.
(See attachments)

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)?

Current and all previous Independent Public Audits are available for public review at the PHA's main offices at 100 Broad Street during normal business hours, or by appointment.

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:
- Project-based management
- Decentralization of services
- Cost-based accounting

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: **Resident Advisory Board Resolution**
☐ Provided below:

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.

☐ 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: The Providence Housing Authority has three Resident Commissioners. Residents self nominate after obtaining 25 valid signatures from other residents. If more than one person chooses to seek the position, an election is held at each site. Persons selected from each site are submitted to the mayor of the city. He/she selects three Resident Commissioners.

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)

c. Eligible voters: (select all that apply)

☒ All adult recipients of PHA assistance (public housing)

☐ 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: **(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)

3. The Consolidated Plan of the jurisdiction supports the PHA Plan with the following actions and commitments:

   The City of Providence's May 2005 Consolidated Plan lists the following housing priorities in its Housing and Community Development Strategic Plan (page IV-1).
   - Preserving and maintaining rental housing is integral to a healthy housing stock and an important component in meeting affordable housing needs
   - Homeownership, a critical element for strong neighborhoods, needs to be expanded.
   - Preserve the city's existing housing stock.

The 2005 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 participated in assisting the City of Providence in the development of new 2005-2010 Consolidated Planning process.

D. Other Information Required by HUD

Definition of "Substantial Deviation" or Significant Amendment".

The PHA 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:

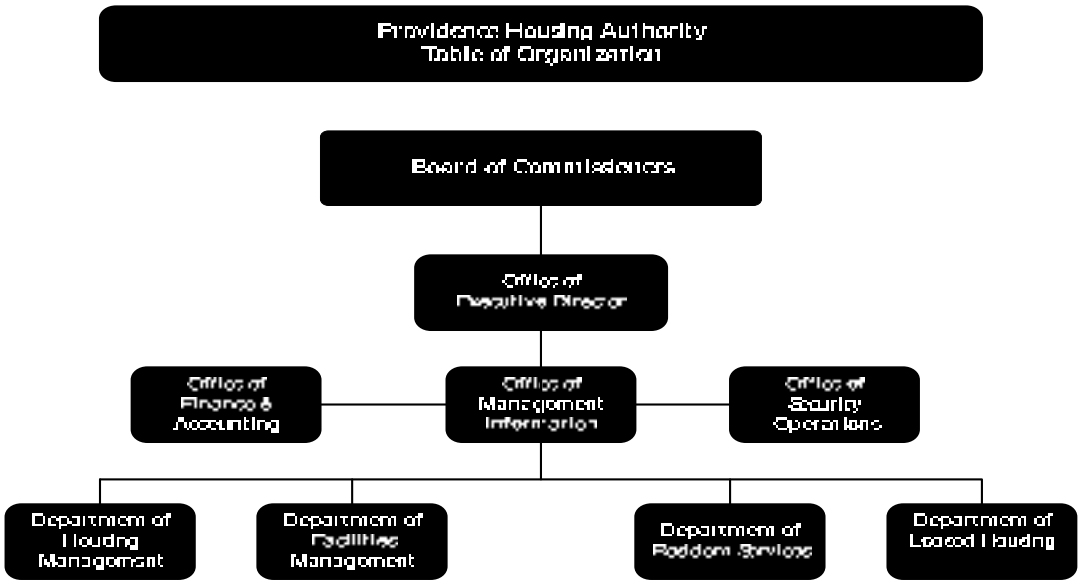
- PHA Management Organizational Chart
- De-Concentration Policy
- Community Service Requirement Policy Statement
- Residents on the PHA Governing Board
- Residents on the PHA Resident Advisory Board
- Plans to address issues from the PHAS resident survey
- Comments from the Public Meeting and PHA Response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

Separate Attachments:

- PHA Certifications **(ri001a01)**
    - PHA Plans Certification of Compliance with the PHA Plans and Related Regulations Board Resolution to Accompany the PHA Plan
    - Certification by State or Local Official of PHA Plans Consistency with the Consolidated Plan
    - Capital Fund Program Certifications
        - Form HUD-52835
        - Form HUD-50070
        - Form HUD-50071
        - Standard Form LLL
- 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 50105 (**ri001d01**)
- Capital Fund Performance & Evaluation Report: CF 50106 (**ri001e01**)
- Capital Fund Performance & Evaluation Report: RHF 50106 **(ri001f01**
- Progress on Five-Year Plan **(ri001g01)**
- Resident Advisory Board Resolution **(ri001h01)**

- **Attachments**

PHA Table of Organization



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

- **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.

- **Background:**

  The Quality Housing an 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.

- **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:

  - Age 62 years or older.
  - 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.
  - Engaged in work activities as defined in section 407(d) of the Social Security Act (42 U.S.C. 607(d), specified below:

- Unsubsidized employment;
- Subsidized private-sector employment;
- Subsidized public-sector employment;
- Work experience (including work associated with the Refurbishing of publicly assisted housing) if sufficient private sector employment is not available;
- On-the-job-training;
- Job-search and job-readiness assistance;
- Community service programs;
- Vocational educational training (not to exceed 12 months with respect to any individual);
- Job-skills training directly related to employment;
- 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;
- 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
- 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:

- 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.

- **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:

  - 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.
  - Assurance that all members of the family who are subject to these requirements are in compliance with the requirements.

- 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 non-renewal 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.

Residents on PHA Governing Board

Current Resident Commissioners:

Dorothy Watters	Codding Court
Delores Cascella	Dominica Manor
JT Taylor	Hartford Park

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. Both resident commissioners have been reappointed recently to new five year terms.

Residents on PHA Resident Advisory Board

- Ms. Theresa Robinson — Chad Brown, Admiral Terrace, Sunset Village
- Vacant — Manton Heights
- Vacant — Roger Williams
- Ms. Maribel Pomales — Dexter Manor
- Mr. Sherman Johnson — Kilmartin Plaza
- Ms. Cheryl Medeiros — Parenti Villa
- Ms. Diane Holland — Carroll Tower
- Ms. JT Taylor — Hartford Park
- Nydia Nelson — Section 8
- Ms. Delores Cascella — Dominica Manor
- Ms. Dorothy Waters — Codding Court

RESIDENT ADVISORY BOARD
OF THE
PROVIDENCE HOUSING AUTHORITY
MARCH 23, 2006

RESOLUTION

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

Whereas, the Providence Housing Authority has prepared its seventh Installment of the Annual Plan for FY2007; and,

Whereas, the Resident Advisory Board has participated in the planning and review of the FY2007 plan.

Now, therefore, may it be resolved that the Resident Advisory Board of the Providence Housing Authority hereby approves the PHA's 2007 Annual Plan.

Resolution Action	
Moved By: Cheryl Vedrenne (Parent Villa)	Second: Thomas Robinson (Chad/Ad/Sun
Vote	
Ayes: 7	Nays: 0
Resolution Status	
Passed (√)	**Failed ( )**

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

The Department of Housing and Urban Development's Real Estate Assessment Center conducts a survey of public housing residents in Providence each year. 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:

- Maintenance and Repair 88.0%
- Communication 73.4%
- Safety 68.9%
- Services 93.8 %
- Neighborhood Appearance 66.7%

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 and a multi-year Performance management & Accountability System, which addresses these issues. The following are the objectives in the strategic plan that are related 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.

It should be noted that the PHA increased its score from the previous year in each category.

The reader is referred to the Performance management and Accountability Plan at the beginning of this document. The PMAP has performance indicators/standards for each department or functional area at the housing authority. These performance indicators/standards will also be used to address those categories that did not achieve a minimum score of 75.

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 67.2% on this section.
The PHA intends to address safety and security concerns of our residents by continuing to implement the following goals and objectives:

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 SAFTY 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 installed a new $700,000 security access system in our elderly and elderly/disabled high-rise buildings in 2004. Each year the system will be expanded by in-house personnel. 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 Dexter Manor and 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 recently received funds for the Hartford Park development. The PHA is providing office and meeting space for the Weed n' Seed Coordinator at our Hartford Park Facilities Management Office.

Additional Security related items being planned or completed by the Facilities Management Department this fiscal year are:

- Hartford Resident Services Building – this new building was constructed with 4 exterior cameras
- Hartford Park, Manton Heights – security cameras installed at high crime areas
- Hartford Park, Chad/Ad – Security cameras installed to monitor outside high crime areas. Also, 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
- 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 and backup security monitors.

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 65.1% 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 222

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 then $50,000 expended over the past 3 years.

Finally, continued implementation of an aggressive planned preventative maintenance strategy will be continued. In FY 2005 the Department of Facilities Management conducted a total of 77,139 work orders at the PHA's developments. Included in this figure were 37,881 scheduled work orders and 34,436 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:

- Chad/Ad - Decorative fencing: Planned for outer year
- Chad/Ad - Site Work / Parking and Drainage: Planned for outer year
- Chad/Ad - New kitchens: Ongoing for several years as units are vacated. Ongoing, 215/267 completed
- Dexter Manor I - Replace heating system
- 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 2006
- Hartford Park – Install new dedicated boiler for Domestic Hot Water: Planned 2006
- 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 70.2%. The following objectives will address the 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 PERMENANT 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 2004/2005.

The Resident Services Department conducts an annual Resident Needs Assessment of all elderly and elderly/disabled high-rise residents to determine their needs and to 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.

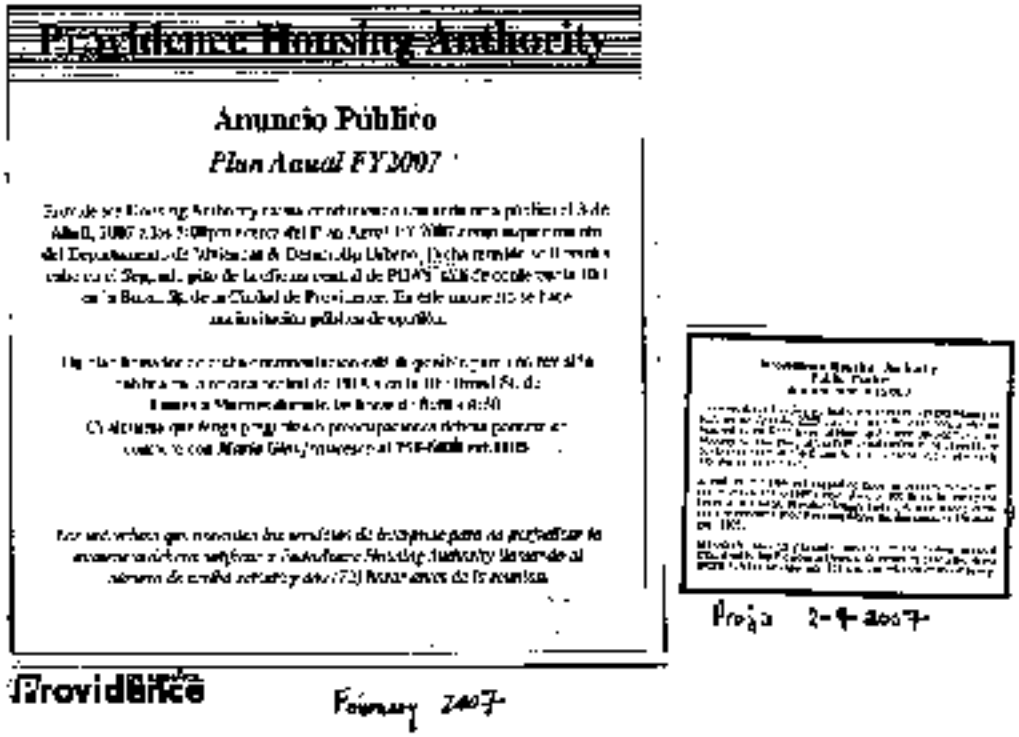
The PHA's security force reaches out to residents by attending regular meetings and through community building activities. From 2001-2004 the Public Housing Unit, the Police force assigned to patrol PHA property, collected or purchased and distributed 1,400 toys, 225 turkey baskets and held hot dog roasts 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.

Comments from Public Hearing

The public hearing was held on April 3, 2007.

No comments were receive during the comment period (2/4/06 through 4/3/07) or at the public hearing on April 3rd.



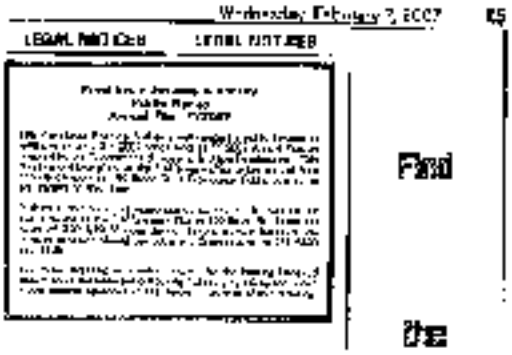
Providence Housing Authority

Anuncio Público

Plan Anual FY2007

Providence

February 2007



Wednesday, February 7, 2007

LEGAL NOTICES

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Pre

The Providence Housing Authority actually has two plans that it follows. One is the Department of Housing and Urban Development's Annual and Five-Year Plan that this document is comprised of using HUD's template. The other plan we use is the Providence Housing Authority's Five-Year Strategic Plan. This section documents the progress on the PHA's Strategic Plan.
While goals, objectives and task reported on in this section are a little dated, they remain applicable to our day-to-day operations. We anticipated having a new, multi-year Strategic Plan completed by now. However, due to all the changes being promulgated by HUD in their Asset Management reform, we have suspended the plan, until all new directives are released by HUD.

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				***(Required for all problem category and all ongoing objectives. Comments should list any quantifiable data available to assess the status of the objective)***
				Completed	Not Yet Begun	In Progress	Not Yet Begun	In Progress	Barrier	Ongoing	Ongoing	Barrier	Obsolete	Resolved	
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**	**0**	

OFFICE OF THE EXECUTIVE DIRECTOR		Original Completion Date	Current Estimated Completion Date	Time Bound						Ongoing					Comments (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	Obsolete	Resolved	
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 (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 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				**10**	**1**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**1**	**0**	

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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				**12**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	

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				On Target			Problem			On Target	Problem				
				Completed	Not Yet Begun	In Progress	Not Yet Begun	In Progress	Barrier	Ongoing	Ongoing	Barrier			
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				**11**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	

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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 by8/00	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**	

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				Completed	Not Yet Begun	In Progress	Not Yet Begun	In Progress	Barrier	Ongoing	Ongoing	Barrier	Obsolete	Resolved	
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**	

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				On Target			Problem			On Target	Problem				
				Completed	Not Yet Begun	In Progress	Not Yet Begun	In Progress	Barrier	Ongoing	Ongoing	Barrier	Obsolete	Resolved	
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**	**1**	

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				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**	**0**	

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				On Target			Problem			On Target	Problem				
				Completed	Not Yet Begun	In Progress	Not Yet Begun	In Progress	Barrier	Ongoing	Ongoing	Barrier			***(Required for all problem category and all ongoing objectives. Comments should list any quantifiable data available to assess the status of the objective)***
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**	

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				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**	

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				Completed	Not Yet Begun	In Progress	Not Yet Begun	In Progress	Barrier	Ongoing	Ongoing	Barrier	Obsolete	Resolved	
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 21st 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					Comments
				On Target			Problem			On Target	Problem				
				Completed	Not Yet Begun	In Progress	Not Yet Begun	In Progress	Barrier	Ongoing	Ongoing	Barrier	Obsolete	Resolved	***(Required for all problem category and all ongoing objectives. Comments should list any quantifiable data available to assess the status of the objective)***
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				**96**	**3**	**10**	**0**	**0**	**0**	**5**	**0**	**0**	**1**	**2**	

MANAGEMENT INFORMATION SERVICES		Original Completion Date	Current Estimated Completion Date	Time Bound						Ongoing					Comments
				On Target			Problem			On Target	Problem				***(Required for all problem category and all ongoing objectives. Comments should list any quantifiable data available to assess the status of the objective)***
				Completed	Not Yet Begun	In Progress	Not Yet Begun	In Progress	Barrier	Ongoing	Ongoing	Barrier	Obsolete	Resolved	
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**	**1**	**0**	

MANAGEMENT INFORMATION SERVICES		Original Completion Date	Current Estimated Completion Date	Time Bound						Ongoing					Comments (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	Obsolete	Resolved	
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
GOAL3:	**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**	**0**	

MANAGEMENT INFORMATION SERVICES		Original Completion Date	Current Estimated Completion Date	Time Bound						Ongoing					Comments (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	Obsolete	Resolved	
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**	**1**	**0**	**0**	**2**	**0**	

MANAGEMENT INFORMATION SERVICES		Original Completion Date	Current Estimated Completion Date	Time Bound						Ongoing			Obsolete	Resolved	Comments (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 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 ½.
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**	**1**	**0**	**0**	**1**	**0**	

MANAGEMENT INFORMATION SERVICES		Original Completion Date	Current Estimated Completion Date	Time Bound						Ongoing					Comments
				On Target			Problem			On Target	Problem				***(Required for all problem category and all ongoing objectives. Comments should list any quantifiable data available to assess the status of the objective)***
				Completed	Not Yet Begun	In Progress	Not Yet Begun	In Progress	Barrier	Ongoing	Ongoing	Barrier	Obsolete	Resolved	
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**	**4**	**0**	**0**	**0**	**0**	

MANAGEMENT INFORMATION SERVICES		Original Completion Date	Current Estimated Completion Date	Time Bound						Ongoing					Comments (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	Obsolete	Resolved	
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**	**1**	**0**	**0**	**0**	**0**	
Section Totals				**31**	**0**	**2**	**0**	**0**	**0**	**7**	**0**	**0**	**4**	**0**	

SECURITY		Original Completion Date	Current Estimated Completion Date	Time Bound						Ongoing					Comments
				On Target			Problem			On Target	Problem				***(Required for all problem category and all ongoing objectives. Comments should list any quantifiable data available to assess the status of the objective)***
				Complete d	Not Yet Begun	In Progress	Not Yet Begun	In Progress	Barrier	Ongoing	Ongoing	Barrier	Obsolete	Resolved	
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					Comments
				On Target			Problem			On Target	Problem				
				Complete d	Not Yet Begun	In Progress	Not Yet Begun	In Progress	Barrier	Ongoing	Ongoing	Barrier	Obsolete	Resolved	***(Required for all problem category and all ongoing objectives. Comments should list any quantifiable data available to assess the status of the objective)***
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**	

SECURITY		Original Completion Date	Current Estimated Completion Date	Time Bound						Ongoing					Comments (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	Obsolete	Resolved	
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**	**5**	**0**	**0**	**0**	**0**	

SECURITY		Original Completion Date	Current Estimated Completion Date	Time Bound						Ongoing					Comments (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	Obsolete	Resolved	
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 (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	Obsolete	Resolved	
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**	**0**	

SECURITY		Original Completion Date	Current Estimated Completion Date	Time Bound						Ongoing			Obsolete	Resolved	Comments (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 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**	

SECURITY		Original Completion Date	Current Estimated Completion Date	Time Bound						Ongoing					Comments (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	Obsolete	Resolved	
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				**20**	**1**	**7**	**0**	**0**	**0**	**11**	**0**	**0**	**0**	**0**	

LEGAL SERVICES		Original Completion Date	Current Estimated Completion Date	Time Bound						Ongoing			Obsolete	Resolved	Comments (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 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**	
Section Totals				**0**	**0**	**0**	**0**	**0**	**0**	**6**	**0**	**0**	**0**	**0**	

FINANCE & ACCOUNTING		Original Completion Date	Current Estimated Completion Date	Time Bound						Ongoing					Comments (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	Obsolete	Resolved	
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: On Target: Completed	Time Bound: On Target: Not Yet Begun	Time Bound: On Target: In Progress	Time Bound: Problem: Not Yet Begun	Time Bound: Problem: In Progress	Time Bound: Problem: Barrier	Ongoing: On Target: Ongoing	Ongoing: Problem: Ongoing	Ongoing: Problem: Barrier	Obsolete	Resolved	Comments (Required for all problem category and all ongoing objectives. Comments should list any quantifiable data available to assess the status of the objective)
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**	**1**	**0**	**0**	**0**	**0**	

FINANCE & ACCOUNTING		Original Completion Date	Current Estimated Completion Date	Time Bound						Ongoing			Obsolete	Resolved	Comments (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 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**	**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					Comments
				On Target			Problem			On Target	Problem				
				Completed	Not Yet Begun	In Progress	Not Yet Begun	In Progress	Barrier	Ongoing	Ongoing	Barrier	Obsolete	Resolved	***(Required for all problem category and all ongoing objectives. Comments should list any quantifiable data available to assess the status of the objective)***
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**	**3**	**0**	**0**	**0**	**0**	

HOUSING MANAGEMENT		Original Completion Date	Current Estimated Completion Date	Time Bound: On Target: Completed	Time Bound: On Target: Not Yet Begun	Time Bound: On Target: In Progress	Time Bound: Problem: Not Yet Begun	Time Bound: Problem: In Progress	Time Bound: Problem: Barrier	Ongoing: On Target: Ongoing	Ongoing: Problem: Ongoing	Ongoing: Problem: Barrier	Obsolete	Resolved	Comments (Required for all problem category and all ongoing objectives. Comments should list any quantifiable data available to assess the status of the objective)
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**	**3**	**0**	**0**	**0**	**0**	

HOUSING MANAGEMENT		Original Completion Date	Current Estimated Completion Date	Time Bound						Ongoing			Obsolete	Resolved	Comments (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 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**	**6**	**0**	**0**	**0**	**0**	

HOUSING MANAGEMENT		Original Completion Date	Current Estimated Completion Date	Time Bound						Ongoing					Comments (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	Obsolete	Resolved	
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 *Public Housing Assessment System* 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 UPCS.
Page Total				**2**	**0**	**0**	**0**	**0**	**0**	**3**	**0**	**0**	**3**	**0**	

HOUSING MANAGEMENT		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	Resolved	***(Required for all problem category and all ongoing objectives. Comments should list any quantifiable data available to assess the status of the objective)***
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**	**7**	**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			***(Required for all problem category and all ongoing objectives. Comments should list any quantifiable data available to assess the status of the objective)***
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 up-dates 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**	**2**	**2**	**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			***(Required for all problem category and all ongoing objectives. Comments should list any quantifiable data available to assess the status of the objective)***
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**	**1**	**0**	

HOUSING MANAGEMENT		Original Completion Date	Current Estimated Completion Date	Time Bound: On Target: Completed	Time Bound: On Target: Not Yet Begun	Time Bound: On Target: In Progress	Time Bound: Problem: Not Yet Begun	Time Bound: Problem: In Progress	Time Bound: Problem: Barrier	Ongoing: On Target: Ongoing	Ongoing: Problem: Ongoing	Ongoing: Problem: Barrier	Obsolete	Resolved	Comments (Required for all problem category and all ongoing objectives. Comments should list any quantifiable data available to assess the status of the objective)
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					Comments
				On Target			Problem			On Target	Problem				(Required for all problem category and all ongoing objectives. Comments should list any quantifiable data available to assess the status of the objective)
				Completed	Not Yet Begun	In Progress	Not Yet Begun	In Progress	Barrier	Ongoing	Ongoing	Barrier	Obsolete	Resolved	
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 062/30/04
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**	**5**	**0**	**0**	**0**	**0**	

LEASED HOUSING		Original Completion Date	Current Estimated Completion Date	Time Bound						Ongoing			Obsolete	Resolved	Comments (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			
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**	**6**	**0**	**0**	**0**	**0**	

LEASED HOUSING		Original Completion Date	Current Estimated Completion Date	Time Bound: On Target: Completed	Time Bound: On Target: Not Yet Begun	Time Bound: On Target: In Progress	Time Bound: Problem: Not Yet Begun	Time Bound: Problem: In Progress	Time Bound: Problem: Barrier	Ongoing: On Target: Ongoing	Ongoing: Problem: Ongoing	Ongoing: Problem: Barrier	Obsolete	Resolved	Comments (Required for all problem category and all ongoing objectives. Comments should list any quantifiable data available to assess the status of the objective)
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**	**0**	

LEASED HOUSING		Original Completion Date	Current Estimated Completion Date	Time Bound						Ongoing					Comments (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	Obsolete	Resolved	
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				**19**	**1**	**1**	**1**	**0**	**0**	**11**	**0**	**0**	**0**	**0**	

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			***(Required for all problem category and all ongoing objectives. Comments should list any quantifiable data available to assess the status of the objective)***
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					Comments
				On Target			Problem			On Target	Problem				
				Completed	Not Yet Begun	In Progress	Not Yet Begun	In Progress	Barrier	Ongoing	Ongoing	Barrier	Obsolete	Resolved	***(Required for all problem category and all ongoing objectives. Comments should list any quantifiable data available to assess the status of the objective)***
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 CONDUCIVE 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					Comments
				On Target			Problem			On Target	Problem				
				Completed	Not Yet Begun	In Progress	Not Yet Begun	In Progress	Barrier	Ongoing	Ongoing	Barrier	Obsolete	Resolved	***(Required for all problem category and all ongoing objectives. Comments should list any quantifiable data available to assess the status of the objective)***
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
				On Target			Problem			On Target	Problem				
				Completed	Not Yet Begun	In Progress	Not Yet Begun	In Progress	Barrier	Ongoing	Ongoing	Barrier	Obsolete	Resolved	***(Required for all problem category and all ongoing objectives. Comments should list any quantifiable data available to assess the status of the objective)***
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					Comments (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	Obsolete	Resolved	
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					Comments
				On Target			Problem			On Target	Problem				
				Completed	Not Yet Begun	In Progress	Not Yet Begun	In Progress	Barrier	Ongoing	Ongoing	Barrier	Obsolete	Resolved	***(Required for all problem category and all ongoing objectives. Comments should list any quantifiable data available to assess the status of the objective)***
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					Comments
				On Target			Problem			On Target	Problem				
				Completed	Not Yet Begun	In Progress	Not Yet Begun	In Progress	Barrier	Ongoing	Ongoing	Barrier	Obsolete	Resolved	***(Required for all problem category and all ongoing objectives. Comments should list any quantifiable data available to assess the status of the objective)***
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			Obsolete	Resolved	Comments
				On Target			Problem			On Target	Problem				***(Required for all problem category and all ongoing objectives. Comments should list any quantifiable data available to assess the status of the objective)***
				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 30th 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					Comments (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	Obsolete	Resolved	
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**	**1**	**1**	

FACILITIES 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			***(Required for all problem category and all ongoing objectives. Comments should list any quantifiable data available to assess the status of the objective)***
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**	

FACILITIES MANAGEMENT		Original Completion Date	Current Estimated Completion Date	Time Bound						Ongoing			Obsolete	Resolved	Comments (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			
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 2nd and 3rd 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**	**1**	**0**	**0**	**0**	**0**	

FACILITIES MANAGEMENT		Original Completion Date	Current Estimated Completion Date	Time Bound: On Target: Completed	Time Bound: On Target: Not Yet Begun	Time Bound: On Target: In Progress	Time Bound: Problem: Not Yet Begun	Time Bound: Problem: In Progress	Time Bound: Problem: Barrier	Ongoing: On Target: Ongoing	Ongoing: Problem: Ongoing	Ongoing: Problem: Barrier	Obsolete	Resolved	Comments (Required for all problem category and all ongoing objectives. Comments should list any quantifiable data available to assess the status of the objective)
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**	**3**	**2**	**0**	**0**	**0**	

FACILITIES MANAGEMENT		Original Completion Date	Current Estimated Completion Date	Time Bound						Ongoing			Obsolete	Resolved	Comments (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			
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 Codding & 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**	**3**	**0**	**0**	**1**	**0**	
Section Totals				**28**	**0**	**1**	**0**	**0**	**0**	**7**	**2**	**0**	**2**	**1**	

PHA ANNUAL PLAN FY 2007

PROVIDENCE HOUSING AUTHORITY
Status Report on Progress for the HUD Mandated Five Year Plan

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

PHA Goal: Expand the supply of assisted housing

Objectives	Measure	Status
Apply for additional rental vouchers. (as available)	Applications to date. Applications during the period.	▪ No additional applications were available to apply for during the period. ▪ The PHA did get increased funding, however, to make up for the loss of units due to the new funding system.
Reduce public housing vacancies.	Vacancies at the start of the period. Vacancies currently.	▪ Vacancies were reduced substantially from an average of approximately 60 on average/month to aproximatelyb20/month. ▪ This was achieved by using outside contractors when vacancies exceeded a given number at a development. Also, senior management placed a greater emphasis on unit turnaround times.
Leverage private or other public funds to create additional housing opportunities.	List of projects including total project budget and number of units.	▪ Collaborated with Winn Management Corp, in the rehabilitation and renovation of 206 units at the foreclosed Lockwood Plaza Development. The PHA and its development partner undertook $8.0 million in renovations. ▪ Collaboration with Winn Development Corp. for the development of 65 units of housing at Williams Woods Place. Groundbreaking took place in February 2006. Initial occupancy was in November 2006. The balance of the units will be leased in January 2007.
Acquire or build units or developments.	Units acquired to date and during the period. Units built to date and for the period.	▪ PHA intends to commence planning on the creation of 4-6 new units of LIHTC properties with the assistance of the Replacement Housing Program RHP). ▪ The PHA is also considering a collaborative effort with the city's Planning Department and a private developer to develop a major project of mixed-income, mixed-financed community.

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

PHA Goal: Improve the quality of assisted housing

Objective	Measure	Status
Improve public housing management: (PHAS score)	PHAS Scores.	▪ The PHA's PHAS score has actually decreased over the last several years. However, must of the reduction was due to Financial Indicators that are a re direct result of HUD's inadequately funding the operating subsidy and no longer adjusting the utility allowance at the end of the year. ▪ It's anticipated that the FY2007 PHA score will improve because of improved turnaround time and better cashflow. Management and Resident Service indicators are currently high scoring.
Improve voucher management: (SEMAP score)	SEMAP Scores.	▪ SEMAP scores have been at 100% or higher (because of bonus points) for the last three years.
Increase customer satisfaction:	Resident Satisfaction scores.	▪ The PHA conducts bi-annual customer satisfaction surveys of participants and landlords. The departments scores high in each of the customer service categories.
Concentrate on efforts to improve specific management functions: (list; e.g., public housing finance; voucher unit inspections)	List functions and describe efforts and results.	▪ See PHA Goals Management Plan Report attached to this Annual Plan. Where numerous management functions are/were addressed.
Renovate or modernize public housing units:	Number of units and/or developments modernized. Timely obligation and expenditure of Capital Funds.	▪ See Performance & Evaluation Reports ▪ All Capital Funds are obligated/expended within HUD's specified time periods.
Demolish or dispose of obsolete public housing:	Describe, list developments, buildings, units.	▪ 32 units of vacant and deprogrammed units at Hartford Park have been demolished and replaced with other, larger bedroom units

		▪ The demolition also allowed the creation of additional, much-needed parking.
Provide replacement public housing:	Describe, list developments, buildings, units.	▪ All units demolished at Hartford Park have been replaced. ▪ PHA is planning to construct an additional 4-6 LIHTC properties in the next 18-24 months.
Seeks partnerships to create additional affordable housing.	Number of partners	▪ PHA has partnered with a private, for-profit developer to purchase and rehabilitate a HUD-foreclosed 204 units development

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

PHA Goal: Increase assisted housing choices

Objective	Measure	Status
Conduct outreach to potential voucher landlords	Number of new landlords participating in the program.	▪ Leased Housing Department mails a semi-annual newsletter to current landlords, who are our greatest source of obtaining new landlords ▪ Website information available for landlords to seek information about program. ▪
Implement voucher homeownership program:	List progress to date and for the period.	▪ PHA created and implemented a Section 8 Homeownership Program. ▪ Approximately ten participants have subsequently purchased, or are in the process of purchasing homes. ▪ Homeowner briefing sessions are held monthly for persons interested in obtaining further information.
Implement public housing or other homeownership programs:	List progress to date and for the period.	▪ In progress, eight homes sold to date out of a total of ten. ▪ May extend homeownership opportunities further to sell-off most problematic scattered sites.

HUD Strategic Goal: Improve Quality of Life and Economic Vitality

PHA Goal: Provide an Improved Living Environment

Objective	Measure	Status
Implement public housing security programs	Number of programs implemented to improve security	▪ Number of full-time police officers assigned to PHA increased from six to eight ▪ Access cards instituted at all PHA elderly/disabled developments ▪ Over 100 security cameras installed at elderly/disabled developments ▪ 24-hour Security Monitors observe security cameras ▪ PHA Security Officers on duty at elderly/disabled developments in the evening • Continued partnership with the Providence Police Department in terms of staffing for the Public Housing Unit (PHU), information sharing, and staffing the Police Reserves program. • Continued community relations efforts on the part of the Public Housing Unit. • Continued educational programs for residents concerning safety and crime prevention. • Continued screening of all applicants to public housing. • Support of existing crime watches. • Implementation of security guard training (that is now adapted to be used statewide in cooperation with the Department of Elderly Affairs). • Participating in an application for funding under the weed and seed program. ▪ Security related capital improvement projects such as additional lighting, exterior light shields and cameras.
Designate developments for particular resident groups	Number of building so designated	▪ Two elderly/disabled sites (Dominica Manor & Carroll Tower) designated "elderly-only." All other developments remain "mixed."
Expand Supportive Services at elderly/disabled developments	Number of service hours provided	▪ Each elderly/disabled development has services of a Resident Services Coordinator

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

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

Objective	Measure	Status
Provide or attract supportive services to improve assistance recipients' employability	See current PHA Annual Plan for a list of programs and services.	▪ See current PHA Annual Plan for a list of programs and services.
Provide or attract supportive services to increase independence for the elderly or families with disabilities.	See current PHA Annual Plan for a list of programs and services.	▪ See current PHA Annual Plan for a list of programs and services.

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

PHA Goal: Ensure equal opportunity and affirmatively further fair housing

Objective	Measure	Status
Undertake affirmative measures to ensure access to assisted housing regardless of race, color, religion national origin, sex, familial status, and disability	Activities conducted. Policies and procedures in place. Fair Housing & Equal Access review.	▪ Conducted deconcentration analysis ▪ Have type A tenant Selection and Assignment Plan (TSAP) in effect, which prevents racial "steering" to particular developments.
Undertake affirmative measures to ensure accessible housing to persons with all varieties of disabilities regardless of unit size required	Activities conducted. Policies and procedures in place. Fair Housing & Equal Access review. Section 504 activities.	▪ See PHA Administrative Plans for Housing management and Leased Housing ▪ 5% of all units are handicapped accessible ▪ 504 Compliance Reviews undertaken

Other PHA Goals and Objectives:

Objective	Measure	Status
The Providence Housing Authority continues to operate under our 2000-2005 Strategic Plan Goals Management Plan.	Existing status report for the 2000-2005 Strategic Plan Goals Management Plan.	▪ Plan has been completed and the project had been closed out and deemed successful. A complete status report was submit in the April 14th 2005 Annual & Five Year Plan submission.
The Providence Housing Authority will complete a comprehensive Strategic Planning Process during calendar year 2005.	Plan Completion.	▪ The preparation of this plan continues in some areas of analysis but overall this has been delayed until budgetary and reorganization issues are resolved.

Providence Housing Authority
CFP - 1410- Admin Charges Analysis

Admin Staff		**Annual Salaries**	
Director - MOD/FM	M Carmody	$81,620.10	part
Mod Specialist	R Goodison	$58,852.73	all
Ops Planner	R Quetta	$48,393.78	all
Secretary III	M Quartino	$13,992.83	all
Mod Planner	J Troup	$48,125.63	all
Program Analyst	L Poole	$48,469.34	all
Staff Accountant	L Tomasso	$48,768.76	part
Staff Attorney	M Ouellet	$68,401.86	part
Clerk Typist - MOD	C Wilson	$30,467.40	all

In House Design		**Annual Salary**	
Staff Architect	J Ferrari	$69,002.99	all
Staff Architect	S DeAngelis	$54,390.62	all

NOTES:
Benefits are charged at the rate of 40% of these salaries representing employer contributed taxes, health and dental, retirement, etc

Part = partial allocation is charged to CFP for this position
All = all salary and benefits are charged to CFP for this position

This listing represents staff members/positions charged over the course of all current open CFP budgets under the 1410 BLI.

Providence Housing Authority

CFP - Breakdown of 1410 Account

RI43 P001 50106

Requisition Date	Amount	Salary	Benefits	Position	
2/6/2007	$7,475.75	$5,339.82	$2,135.93	Staff Architect	Ferrari
2/28/2007	$7,475.75	$5,339.82	$2,135.93	Staff Architect	Ferrari
4/3/2007	$9,131.09	$6,522.21	$2,608.88	Staff Architect	Ferrari
5/3/2007	$25,637.56	$18,312.54	$7,325.02	Staff Architect	Ferrari
Total through 6/21/07	**$49,720.15**				

RI43 P001 50105

Requisition Date	Amount	Salary	Benefits	Position	
10/26/2005	$12,645.67	$5,033.32	$2,013.33	Staff Architect	Ferrari
		$3,999.30	$1,599.72	Staff Architect	DeAngelis
11/30/2005	$10,260.79	$5,788.27	$2,315.31	Staff Architect	Ferrari
		$4,594.86	$1,837.94	Staff Architect	DeAngelis

note: on this 11/30 req an error was just found - $14,536.38 should have been req'd

1/5/2006	$18,284.55	$7,211.74	$2,884.70	Staff Architect	Ferrari
		$5,848.65	$2,339.46	Staff Architect	DeAngelis
1/31/2006	$12,662.12	$4,925.09	$1,970.04	Staff Architect	Ferrari
		$4,119.28	$1,647.71	Staff Architect	DeAngelis
2/28/2006	$11,676.67	$4,665.88	$1,866.35	Staff Architect	Ferrari
		$3,674.60	$1,469.84	Staff Architect	DeAngelis
4/4/2006	$8,139.36	$5,813.83	$2,325.53	Staff Architect	Ferrari
5/2/2006	$7,258.02	$5,184.30	$2,073.72	Staff Architect	Ferrari
6/7/2006	$7,258.02	$5,184.30	$2,073.72	Staff Architect	Ferrari
6/29/2006	$33,325.31	$7,178.50	$2,871.40	Staff Architect	Ferrari
		$1,074.58	$429.83	Mod Specialist	Goodison
		$3,254.40	$1,301.76	Staff Attorney	Oulette
		$5,093.63	$2,037.45	Director - MOD-FM	Carmody
		$3,070.86	$1,228.34	Staff Accountant	Tomasso
		$4,131.83	$1,652.73	Program Analyst	Poole

8/3/2006	$38,473.98	$5,305.38	$2,122.15	Staff Architect	Ferrari
		$4,368.71	$1,747.47	Mod Specialist	Goodison
		$3,252.64	$1,301.06	Program Analyst	Poole
		$1,055.34	$422.14	Mod Secretary	Quartino
		$3,635.57	$1,454.23	Ops Planner	Quetta
		$4,090.44	$1,636.18	Mod Planner	Troup
		$2,036.03	$814.41	Staff Attorney	Oulette
		$1,568.90	$627.56	Director - MOD-FM	Carmody
		$2,168.41	$867.36	Staff Accountant	Tomasso
8/29/2006	$39,178.50	$5,339.82	$2,135.93	Staff Architect	Ferrari
		$4,404.20	$1,761.69	Mod Specialist	Goodison
		$3,276.50	$1,310.60	Program Analyst	Poole
		$1,076.36	$430.54	Mod Secretary	Quartino
		$3,665.12	$1,466.05	Ops Planner	Quetta
		$4,179.08	$1,671.63	Mod Planner	Troup
		$2,050.96	$820.38	Staff Attorney	Oulette
		$1,591.74	$636.70	Director - MOD-FM	Carmody
		$2,400.86	$960.34	Staff Accountant	Tomasso
10/16/2006	$45,332.83	$6,522.21	$2,608.88	Staff Architect	Ferrari
		$5,623.22	$2,249.29	Mod Specialist	Goodison
		$4,095.63	$1,638.25	Program Analyst	Poole
		$1,580.75	$632.30	Mod Secretary	Quartino
		$4,679.57	$1,871.83	Ops Planner	Quetta
		$5,223.85	$2,089.54	Mod Planner	Troup
		$3,063.62	$1,225.45	Staff Attorney	Oulette
		$1,591.74	$636.70	Director - MOD-FM	Carmody
11/1/2006	$36,871.99	$5,339.82	$2,135.93	Staff Architect	Ferrari
		$5,412.02	$2,164.81	Mod Specialist	Goodison
		$3,276.50	$1,310.60	Program Analyst	Poole
		$1,140.36	$456.14	Mod Secretary	Quartino
		$3,665.12	$1,466.05	Ops Planner	Quetta
		$4,179.08	$1,671.64	Mod Planner	Troup
		$2,050.96	$820.38	Staff Attorney	Oulette
		$1,273.27	$509.31	Director - MOD-FM	Carmody
11/29/2006	$35,087.29	$5,339.82	$2,135.93	Staff Architect	Ferrari
		$4,432.46	$1,772.98	Mod Specialist	Goodison
		$3,127.70	$1,251.08	Program Analyst	Poole
		$997.82	$399.13	Mod Secretary	Quartino
		$3,665.12	$1,466.05	Ops Planner	Quetta
		$4,179.08	$1,671.63	Mod Planner	Troup
		$2,050.96	$820.38	Staff Attorney	Oulette
		$1,269.39	$507.76	Director - MOD-FM	Carmody

1/4/2007	$62,658.46	$9,764.24	$3,905.70	Staff Architect	Ferrari
		$7,867.62	$3,147.05	Mod Specialist	Goodison
		$7,160.18	$2,864.07	Program Analyst	Poole
		$1,198.27	$479.31	Mod Secretary	Quartino
		$6,682.30	$2,672.92	Ops Planner	Quetta
		$6,477.58	$2,591.03	Mod Planner	Troup
		$3,254.07	$1,301.63	Staff Attorney	Oulette
		$2,351.78	$940.71	Director - MOD-FM	Carmody
2/6/2007	$26,455.96	$4,432.46	$1,772.98	Mod Specialist	Goodison
		$3,999.32	$1,599.73	Program Analyst	Poole
		$570.18	$228.07	Mod Secretary	Quartino
		$3,665.12	$1,466.05	Ops Planner	Quetta
		$4,179.08	$1,671.63	Mod Planner	Troup
		$2,050.96	$820.38	Staff Attorney	Oulette
2/28/2007	$26,855.09	$4,432.46	$1,772.98	Mod Specialist	Goodison
		$3,999.32	$1,599.73	Program Analyst	Poole
		$855.27	$342.11	Mod Secretary	Quartino
		$3,665.12	$1,466.05	Ops Planner	Quetta
		$4,179.08	$1,671.63	Mod Planner	Troup
		$2,050.96	$820.38	Staff Attorney	Oulette
4/3/2007	$38,413.97	$5,659.30	$2,263.72	Mod Specialist	Goodison
		$4,999.15	$1,999.66	Program Analyst	Poole
		$1,425.45	$570.18	Mod Secretary	Quartino
		$4,679.57	$1,871.83	Ops Planner	Quetta
		$5,223.85	$2,089.54	Mod Planner	Troup
		$3,063.62	$1,225.45	Staff Attorney	Oulette
		$2,387.61	$955.04	Director - MOD-FM	Carmody
5/9/2007	$28,987.23	$4,432.46	$1,772.98	Mod Specialist	Goodison
		$3,799.35	$1,519.74	Program Analyst	Poole
		$1,363.10	$545.24	Mod Secretary	Quartino
		$3,377.14	$1,350.86	Ops Planner	Quetta
		$3,970.13	$1,588.05	Mod Planner	Troup
		$1,948.41	$779.36	Staff Attorney	Oulette
		$1,814.58	$725.83	Director - MOD-FM	Carmody
6/18/2007	$27,314.33	$4,210.82	$1,684.33	Mod Specialist	Goodison
		$3,799.35	$1,519.74	Program Analyst	Poole
		$285.09	$114.04	Mod Secretary	Quartino
		$3,481.86	$1,392.74	Ops Planner	Quetta
		$3,970.13	$1,588.05	Mod Planner	Troup
		$1,948.41	$779.36	Staff Attorney	Oulette
		$1,814.58	$725.83	Director - MOD-FM	Carmody
Total through 6/21/07	**$527,140.14**				

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	Federal FY of Grant:
	Capital Fund Program Grant No: RI 43 P001 50107	2007
	Replacement Housing Factor Grant No:	

I_I Original Annual Statement I_I Reserve for Disasters/ Emergencies IXI Revised Annual Statement (revision no: 1)
I_I Performance and Evaluation Report for Period Ending: I_I 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	772,898	772,898		0
3	1408 Management Improvements Soft Costs	221,000	165,000		0
4	1410 Administration	386,449	386,449		0
5	1411 Audit				
6	1415 Liquidated Damages				
7	1430 Fees and Costs	220,000	430,460		0
8	1440 Site Acquisition				
9	1450 Site Improvement	532,464	282,464		0
10	1460 Dwelling Structures	1,356,738	499,903		0
11	1465.1 Dwelling Equipment—Nonexpendable	9,000	9,000		0
12	1470 Nondwelling Structures	26,000	26,000		0
13	1475 Nondwelling Equipment	110,000	230,000		0
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	434,406	1,266,781		0
20	1502 Contingency				
21	**Amount of Annual Grant: (sum of lines: 2 to 20)**	**$ 4,068,955**	**$ 4,068,955**	0	0
22	Amount of line 21 Related to LBP Activities	10,000	10,000		
23	Amount of line 21 Related to Section 504 compliance	58,000	58,000		
24	Amount of line 21 Related to Security –Soft Costs	140,000	140,000		
25	Amount of Line 21 related to Security-- Hard Costs	36,000	36,000		
26	Amount of line 21 Related to Energy Conservation Measures	148,000	148,000		

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 50107 Replacement Housing Factor Grant No:	Federal FY of Gra

Development Number Name/HA-Wide Activities	General Description of Major Work Categories		Dev. Acct No.	Quantity	Total Estimated Cost		Total Actual Cost	
					Original	Revised	Obligated	Expended
Chad Brown	Operations		1406	N/A	0	55,609		
	Police		1408	N/A	0	9,353		
	A & E Fees & Costs		1430	N/A	0	10,000		
	Loan Issuance Fees and Costs		1430	N/A	0	19,664		
	Utility Surveys		1430	N/A	0	10,000		
	Repair Steam Lines		1450	N/A	10,000	0		
	Fencing		1450	N/A	50,000	0		
	Stripping/Seal Coat Parking Lot		1450	N/A	0	0		
	Site Improvements		1450	N/A	0	0		
	Playground Areas		1450	N/A	0	0		
	Tree Pruning		1450	N/A	0	0		
	Repair/Replace Gas Lines		1450	N/A	5,000	0		
	Exterior Security Lighting		1450	N/A	5,000	100,000		
	Repoint/Seal Exterior Masonry		1460	N/A	10,000	0		
	Repair/Replace Gutters and Guards		1460	N/A	5,000	0		
	Repair/Replace Roofs		1460	N/A	0	0		
	Upgrade/Repair Interior		1460	N/A	0	0		
	Repair/Replace Exterior Doors		1460	N/A	3,000	0		
	Upgrade Kitchens		1460	10 units	11,000	0		
	Bathroom Renovations		1460	30 units	7,500	0		
	Appliance Purchases		1465	10 units	4,500	4,500		
	Upgrade Telecommunications Network		1475	N/A	0	10,000		
	Capitalized Interest		1501	N/A	0	8,194		
	Debt Service Reserve Fund		1501	N/A	0	51,695		
					111,000	**279,015**	**0**	**0**
Admiral Terrace	Operations		1406	N/A	0	55,609		
	Police		1408	N/A	0	9,353		
	A & E Fees & Costs		1430	N/A	0	10,000		

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 50107 Replacement Housing Factor Grant No:	Federal FY of Gra

Development Number Name/HA-Wide Activities	General Description of Major Work Categories		Dev. Acct No.	Quantity	Total Estimated Cost		Total Actual Cost	
					Original	Revised	Obligated	Expended
Admiral Terrace (continued)	Loan Issuance Fees and Costs		1430	N/A	0	19,664		
	Tree Pruning		1450	N/A	0	0		
	Repair Steam Lines		1450	N/A	10,000	0		
	Fencing		1450	N/A	50,000	0		
	Stripping/Seal Coat Parking Lot		1450	N/A	0	0		
	Site Improvements		1450	N/A	0	0		
	Playground Areas		1450	N/A	0	0		
	Repair/Replace Gas Lines		1450	N/A	5,000	0		
	Exterior Security Lighting		1450	N/A	5,000	0		
	Repoint/Seal Exterior Masonry		1460	N/A	10,000	0		
	Repair/Replace Gutters/ add Guards		1460	N/A	5,000	0		
	Repair/Replace Roofs		1460	N/A	0	0		
	Upgrade/Repair Interior		1460	N/A	0	0		
	Repair/Replace Exterior Doors		1460	N/A	3,000	0		
	Upgrade Kitchens		1460	10 units	11,000	0		
	Heating System Repairs		1460	N/A	5,000	0		
	Bathroom Renovations		1460	30 units	7,500	0		
	Appliance Purchases		1465	10 units	4,500	4,500		
	Security System - Maint. & Mgt. Office		1470	N/A	10,000	10,000		
	Upgrade Telecommunications Network		1475	N/A	0	10,000		
	Capitalized Interest		1501	N/A	0	8,194		
	Debt Service Reserve Fund		1501	N/A	0	51,695		
					126,000	**179,015**	**0**	**0**
Sunset Village	Site Improvements		1450	N/A	0	0		
	Reinsulate Crawl Space Bays		1460	N/A	25,000	0	0	0
					25,000	**0**	**0**	**0**
AMP 01 Totals					**262,000**	**458,030**	**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 50107 Replacement Housing Factor Grant No:					Federal FY of Gra	
Development Number Name/HA-Wide Activities	General Description of Major Work Categories		Dev. Acct No.	Quantity	Total Estimated Cost		Total Actual Cost	
					Original	Revised	Obligated	Expended
Roger Williams	Striping/Seal Coat Parking Lot		1450	N/A	0	0		
	Walkway Repairs/grading		1450	N/A	0	0		
	Upgrade exterior lighting		1450	N/A	0	0		
	Site Improvements		1450	N/A	0	0		
	Exterior Building Repairs		1460	N/A	0	89,540		
	Repair/Replace Exterior Doors		1460	N/A	0	0		
	Upgrade Hallways/Flooring		1460	N/A	0	0		
	Repair/Replace Smoke Hatches		1460	4 Units	16,000	0		
	Card Access/Cameras/Security System		1470	N/A	8,000	8,000		
	Upgrade Telecommunications Network		1475	N/A	0	10,000		
					24,000	**107,540**	**0**	**0**
Codding Court	Operations		1406		0	59,910		
	Police		1408		0	10,077		
	A & E Fees & Costs		1430	N/A	0	10,000		
	Loan Issuance Fees and Costs		1430	N/A	0	21,184		
	Tree Pruning		1450	N/A	0	0		
	Exterior Security Lighting		1450	N/A	5,000	0		
	Stripping/Seal Coat Parking Lot		1450	N/A	0	0		
	Site Improvements/Dumpster Enclosures		1450	N/A	0	32,464		
	Repoint/Seal Exterior Masonry		1460	5 Bldgs	100,000	75,000		
	Repair/Replace Roof		1460	N/A	0	0		
	Repair Stairwells/Fire Escapes		1460	N/A	0	0		
	Repair/Replace Exterior Doors		1460	N/A	0	0		
	Replace Entrance Tiles/Flooring		1460	N/A	0	0		
	Replace Domestic Water Heaters		1460	9 Units	9,000	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 Capital Fund Program Grant No: RI 43 P001 50107 Replacement Housing Factor Grant No:					Federal FY of Gra	
Development Number Name/HA-Wide Activities	General Description of Major Work Categories		Dev. Acct No.	Quantity	Total Estimated Cost		Total Actual Cost	
					Original	Revised	Obligated	Expended
Codding Court (continued)	Upgrade Telecommunications Network		1475	N/A	0	10,000		
	Capitalized Interest		1501	N/A	0	8,827		
	Debt Service Reserve Fund		1501	N/A	0	55,693		
					114,000	**283,155**	**0**	**0**
Scattered Sites	Operations		1406	N/A	0	59,910		
	Police		1408	N/A	0	10,077		
	A & E Fees & Costs		1430	N/A	0	10,000		
	Loan Issuance Fees and Costs		1430	N/A	0	21,184		
	Tree Pruning		1450	N/A	0	0		
	Landscaping and Fencing		1450	N/A	5,000	100,000	0	0
15, 17, 18, 21, 28,	*Building Repairs (All Projects)*		1460	N/A	199,551	200,000	0	0
29, 30, 31, 32, 33,	Paint Buildings, Rebuild Porches			N/A				
34, 35, 36, 37, 38,	Replace DHW Tanks, Boilers			N/A				
39, 40, 41, 42, 43	Repair/Seal Foundation Cracks			N/A				
	Install Carbon Monoxide Detectors			N/A				
	Replace Windows, Deferred Painting			N/A				
	Install Vinyl Siding, Vinyl Floor Tile			N/A				
	Upgrade Telecommunications Network		1475	N/A	0	10,000		
	Capitalized Interest		1501	N/A	0	8,827		
	Debt Service Reserve Fund		1501	N/A	0	55,693		
					204,551	**475,691**	**0**	**0**
AMP 02 Totals					**342,551**	**866,386**	**0**	**0**
Hartford Park	Operations		1406	N/A	0	150,664		
	Police		1408	N/A	0	25,341		
	A & E Fees & Costs		1430	N/A	0	20,000		
	Loan Issuance Fees and Costs		1430	N/A	0	53,276		
	Digitize Building Plans		1430	N/A	0	15,000		
	Landscaping and Fencing		1450	N/A	10,000	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 Capital Fund Program Grant No: RI 43 P001 50107 Replacement Housing Factor Grant No:	Federal FY of Gra

Development Number Name/HA-Wide Activities	General Description of Major Work Categories		Dev. Acct No.	Quantity	Total Estimated Cost		Total Actual Cost	
					Original	Revised	Obligated	Expended
Hartford Park (continued)	Fencing		1450	N/A	104,464	0		
	Tree Pruning		1450	N/A	0	0		
	Upgrade Exterior Lighting		1450	N/A	0	0		
	Site Improvements		1450	N/A	0	0		
	Stripping/Seal Coat Parking Lot		1450	N/A	0	0		
	Upgrade Dumpster Enclosures		1450	N/A	0	0		
	Playground areas		1450	N/A	0	0		
	Exterior Building Repairs		1460	1 bldg	341,387	100,000		
	Replace Entry Flooring		1460	N/A	15,000	0		
	Repair/Replace Roofs		1460	N/A	0	0		
	Foundation Repairs		1460	N/A	0	0		
	Exterior Paint/Caulking		1460	N/A	0	0		
	Deferred Painting		1460	N/A	0	0		
	Replace Windows		1460	N/A	0	0		
	Repair Gutters/Downspout/Column		1460	N/A	0	0		
	Resurface concrete Buildings		1460	N/A	0	0		
	Upgrade Flooring		1460	N/A	0	0		
	Bathroom Shower/Tub Surrounds		1460	N/A	0	0		
	Repair/Replace Bathroom Flooring		1460	N/A	0	0		
	LBP Abatement		1460	N/A	0	0		
	Trash Chute Cleaning/Repairs		1460	N/A	5,000	0		
	Heating/Domestic HW System Repairs		1460	N/A	10,000	0		
	Maintenance/Vehicles/Equipment		1475	N/A	0	30,000		
	Radios/Telecommunications/Alarms		1475	N/A	0	5,000		
	Upgrade Telecommunications Network		1475	N/A	0	10,000		
	Bond Repayment (FM/Res Svs Bldg's)		1501	N/A	434,406	434,406		

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 50107 Replacement Housing Factor Grant No:	Federal FY of Gra

Development Number Name/HA-Wide Activities	General Description of Major Work Categories		Dev. Acct No.	Quantity	Total Estimated Cost		Total Actual Cost	
					Original	Revised	Obligated	Expended
Hartford Park (continued)	Capitalized Interest		1501	N/A	0	22,198		
	Debt Service Reserve Fund		1501	N/A	0	140,061		
AMP 03 Totals					**920,257**	**1,005,946**	**0**	**0**
Manton Heights	Operations		1406		0	97,873		
	Police		1408	N/A	0	16,462		
	A & E Fees & Costs		1430	N/A	0	15,000		
	Loan Issuance Fees and Costs		1430	N/A	0	34,608		
	Tree Pruning		1450	N/A	0	0		
	Upgrade Spill Protection - Underground Tanks		1450	N/A	15,000	0		
	Stripping/Seal Coat Parking Lot		1450	N/A	0	0		
	Site Improvements		1450	N/A	0	50,000		
	Upgrade Dumpster Enclosures		1450	N/A	0	0		
	Playground Areas		1450	N/A	0	0		
	Landscaping and Fencing		1450	N/A	10,000	0		
	Resurface Common Hallway Floors		1460	N/A	25,000	0		
	Repair Stairwells/Fire Escapes		1460	N/A	0	0		
	Repair/Replace Windows		1460	N/A	0	0		
	Repair/Replace Roofs		1460	N/A	75,000	0		
	Repair/Replace Doors and Hardware		1460	N/A	10,000	0		
	Security System - Maint. & Mgt. Office		1470	N/A	8,000	8,000		
	Upgrade Telecommunications Network		1475	N/A	0	10,000		
	Capitalized Interest		1501	N/A	0	14,420		
	Debt Service Reserve Fund		1501	N/A	0	90,984		
AMP 04 Totals					**143,000**	**337,347**	**0**	**0**
Dexter Manor I & II	Operations		1406		0	86,306		
	Police		1408	N/A	0	14,516		

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 50107 Replacement Housing Factor Grant No:					Federal FY of Gra	
Development Number Name/HA-Wide Activities	General Description of Major Work Categories		Dev. Acct No.	Quantity	Total Estimated Cost		Total Actual Cost	
					Original	Revised	Obligated	Expended
Dexter Manor I & II (continued)	Security Guards		1408		0	10,000		
	Computer System Software		1408		0	25,000		
	A & E Fees & Costs		1430	N/A	0	15,000		
	Loan Issuance Fees and Costs		1430	N/A	0	30,518		
	LBP/Asbestos Testing		1430	N/A	0	1,000		
	Tree Pruning		1450	N/A	0	0		
	Replace Underground Storage Tank		1450	1 Unit	25,000	0		
	Stripping/Seal Coat Parking Lot		1450	N/A	0	0		
	Upgrade Exterior Lighting		1450	N/A	0	0		
	Site Improvements		1450	N/A	0	0		
	Upgrade Elec. Panels/ Generator Switchgear		1450	N/A	8,000	0		
	Upgrade Kitchens		1460	4 kitchens	4,800	0		
	Repair/Replace Roof		1460	N/A	0	0		
	Elevator Improvements/Repairs		1460	N/A	0	0		
	Repoint/Seal Exterior		1460	N/A	0	0		
	Asbestos Abatement		1460	N/A	0	0		
	Replace Floor Tiles		1460	N/A	0	0		
	Paint/Caulk Exterior		1460	N/A	0	0		
	Upgrade Handicapped Units		1460	1 unit	8,000	0		
	Computer Hardware		1475		0	45,000		
	Upgrade Telecommunications Network		1475	N/A	0	10,000		
	Capitalized Interest		1501	N/A	0	12,716		
	Debt Service Reserve Fund		1501	N/A	0	80,231		
AMP 05 Totals					**45,800**	**330,287**	**0**	**0**
Dominica Manor	Operations		1406		0	60,503		
	Police		1408	N/A	0	10,176		
	A & E Fees & Costs		1430	N/A	0	10,000		

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 50107 Replacement Housing Factor Grant No:					Federal FY of Gra	
Development Number Name/HA-Wide Activities	General Description of Major Work Categories		Dev. Acct No.	Quantity	Total Estimated Cost		Total Actual Cost	
					Original	Revised	Obligated	Expended
Dominica Manor (continued)	Loan Issuance Fees and Costs		1430	N/A	0	21,394		
	LBP/Asbestos Testing		1430	N/A	0	1,000		
	Tree Pruning		1450	N/A	0	0		
	Stripping/Seal Coat Parking Lot		1450	N/A	0	0		
	Site Improvements		1450	N/A	0	0		
	Repair/Replace Balcony Railings		1460	N/A	125,000	0		
	Repair/Replace Balcony Drains		1460	N/A	15,000	0		
	Elevator Improvements/Repairs		1460	N/A	0	0		
	Upgrade Electrical Distribution		1460	N/A	0	0		
	Concrete Exterior Repairs		1460	N/A	0	35,363		
	Asbestos Abatement		1460	N/A	0	0		
	Replace Floor Tiles		1460	N/A	0	0		
	Replace Flooring in Common Hallways		1460	N/A	20,000	0		
	Install Handrails in Common Hallways		1460	N/A	5,000	0		
	Maintenance/Vehicles/Equipment		1475	N/A	0	30,000		
	Upgrade Telecommunications Network		1475	N/A	0	10,000		
	Capitalized Interest		1501	N/A	0	8,914		
	Debt Service Reserve Fund		1501	N/A	0	56,245		
AMP 06 Totals					**165,000**	**243,595**	**0**	**0**
Carroll Tower	Operations		1406		0	57,538		
	Police		1408		0	9,678		
	A & E Fees & Costs		1430	N/A	0	10,000		
	Loan Issuance Fees and Costs		1430	N/A	0	20,345		
	LBP/Asbestos Testing		1430	N/A	0	1,000		
	Tree Pruning		1450	N/A	0	0		
	Site Improvements		1450	N/A	0	0		
	Upgrade Fire Alarm System		1460	N/A	100,000	0		

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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 50107 Replacement Housing Factor Grant No:					Federal FY of Gra	
Development Number Name/HA-Wide Activities	General Description of Major Work Categories		Dev. Acct No.	Quantity	Total Estimated Cost		Total Actual Cost	
					Original	Revised	Obligated	Expended
Carroll Tower (continued)	Elevator Improvements/Repairs		1460	N/A	0	0		
	Repair Stairwells/Fire Escapes		1460	N/A	0	0		
	Upgrade/Repair Windows		1460	N/A	0	0		
	Drain Piping		1460	N/A	0	0		
	Asbestos Abatement		1460	N/A	0	0		
	Replace Floor Tiles		1460	N/A	0	0		
	Replace Flooring in Common Hallways		1460	N/A	20,000	0		
	Install Handrails in Common Hallways		1460	N/A	5,000	0		
	Upgrade Telecommunications Network		1475	N/A	0	10,000		
	Capitalized Interest		1501	N/A	0	8,477		
	Debt Service Reserve Fund		1501	N/A	0	53,488		
AMP 07 Totals					**125,000**	**170,526**	**0**	**0**
Kilmartin Plaza	Operations		1406		0	31,438		
	Police		1408		0	5,288		
	A & E Fees & Costs		1430	N/A	0	7,160		
	Loan Issuance Fees and Costs		1430	N/A	0	11,117		
	LBP/Asbestos Testing		1430	N/A	0	1,000		
	Tree Pruning		1450	N/A	0	0		
	Site Improvements		1450	N/A	0	0		
	Upgrade Dumpster Enclosures		1450	N/A	0	0		
	Replace/Upgrade Generator		1450	1 Unit	85,000	0		
	Asbestos Abatement		1460	N/A	0	0		
	Elevator Improvements/Repairs		1460	N/A	0	0		
	Replace Floor Tiles		1460	N/A	0	0		
	Upgrade Telecommunications Network		1475	N/A	0	10,000		
	Capitalized Interest		1501	N/A	0	4,632		
	Debt Service Reserve Fund		1501	N/A	0	29,225		
AMP 08 Totals					**85,000**	**99,860**	**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 50107 Replacement Housing Factor Grant No:					Federal FY of Gra	
Development Number Name/HA-Wide Activities	General Description of Major Work Categories		Dev. Acct No.	Quantity	Total Estimated Cost		Total Actual Cost	
					Original	Revised	Obligated	Expended
Parenti Villa	Operations		1406		0	57,538		
	Police		1408		0	9,679		
	A & E Fees & Costs		1430	N/A	0	10,000		
	Loan Issuance Fees and Costs		1430	N/A	0	20,346		
	LBP/Asbestos Testing		1430	N/A	0	1,000		
	Tree Pruning		1450	N/A	0	0		
	Site Improvements		1450		0	0		
	Landscaping & Fencing		1450	N/A	75,000	0		
	Repair Stariwells/Fire Escapes		1460	N/A	0	0		
	Upgrade/Repair Windows		1460	N/A	0	0		
	Elevator Improvements/Repairs		1460	N/A	0	0		
	Asbestos Abatement		1460	N/A	0	0		
	Replace Floor Tiles		1460	N/A	0	0		
	Drain Piping		1460	N/A	0	0		
	Upgrade Telecommunications Network		1475	N/A	0	10,000		
	Capitalized Interest		1501	N/A	0	8,478		
	Debt Service Reserve Fund		1501	N/A	0	53,488		
AMP 09 Totals					**75,000**	**170,529**	**0**	**0**
COCC	CFP Administrative Costs		1410	N/A	0	386,449		
COCC Totals					**0**	**386,449**	**0**	**0**
Authority Wide	Operations		1406	N/A	772,898	0		
	Computer System Software		1408	N/A	25,000	0		
	Living Skills Coordinator		1408	N/A	56,000	0		
	Police		1408	N/A	130,000	0		
	Security Guards		1408	N/A	10,000	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 Capital Fund Program Grant No: RI 43 P001 50107 Replacement Housing Factor Grant No:	Federal FY of Gra

Development Number Name/HA-Wide Activities	General Description of Major Work Categories		Dev. Acct No.	Quantity	Total Estimated Cost		Total Actual Cost	
					Original	Revised	Obligated	Expended
Authority Wide (continued)	CFP Administrative Costs		1410	N/A	386,449	0		
	Loan Issuance Fees and Costs		1430	N/A	0	0		
	A&E Fees and Costs		1430	N/A	100,000	0		
	LBP/Asbestos Testing		1430	N/A	5,000	0		
	Utility Surveys		1430	N/A	10,000	0		
	MOD Inspection Costs		1430	N/A	90,000	0		
	Digitize Building Plans		1430	N/A	15,000	0		
	Tree Pruning		1450	N/A	50,000	0		
	Deferred Painting		1460	N/A	15,000	0		
	Asbestos Abatement		1460	N/A	55,000	0		
	Elevator Improvements/Repairs		1460	N/A	15,000	0		
	Replace Floor Tiles		1460	N/A	55,000	0		
	LBP Abatement		1460	N/A	5,000	0		
	Computer Hardware		1475	N/A	45,000	0		
	Radios/Telecommunications/Alarms		1475	N/A	5,000	0		
	Maintenance Vehicles/Equipment		1475	N/A	60,000	0		
	Capitalized Interest		1501	N/A	0	0		
	Debt Service Reserve Fund		1501	N/A	0	0		
Auth Wide Total					**1,905,347**			

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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: 2007
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	
PHA Wide	9/30/2009			9/30/2011			

Capital Fund Program Five-Year Action Plan
Part I: Summary

PHA Name: PROVIDENCE HOUSING AUTHORITY				Original 5-Year Plan Revision No: 1	
Development Number/Name/HA-Wide	Year 1	Work Statement for Year 2	Work Statement for Year 3	Work Statement for Year 4	Work Statement for Year 5
		FFY Grant: 2008 PHA FY: 2008	FFY Grant: 2009 PHA FY: 2009	FFY Grant: 2010 PHA FY: 2010	FFY Grant: 2011 PHA FY: 2011
1-1 Chad Brown	Annual Statement	282,955	209,144	357,955	260,839
1-1A Admiral Terrace		312,955	204,144	362,955	270,839
1-7 Sunset Village		15,000	65,000	0	0
1-2 Roger Williams		50,000	365,500	25,000	100,000
1-3 Codding Court		174,984	243,284	139,677	290,619
Scattered Sites 1-15, 1-17, 1-18, 1-21,		288,984	251,217	334,896	295,619
1-28, 1-29, 1-30, 1-31, 1-32, 1-33,					
1-34, 1-35, 1-36, 1-37, 1-38, 1-39					
1-40, 1-41, 1-42, 1-43					
1-4/1-6/1-19 Hartford Park		1,341,090	1,209,107	1,161,934	1,122,620
1-5 Manton Heights		280,729	333,894	356,186	266,325
1-8 Dexter Manor I and II		308,465	290,821	265,939	307,375
1-9 Dominica Manor		214,150	143,379	182,353	356,917
1-11 Carroll Tower		137,975	146,547	204,246	141,448
1-12 Kilmartin Plaza		143,244	76,422	83,119	103,457
1-13 Parenti Villa		131,975	144,047	208,246	166,448
COCC		386,449	386,449	386,449	386,449
HA-wide		0	0	0	0
CFP Funds Listed for 5-year planning		**$ 4,068,955**	**$ 4,068,955**	**$ 4,068,955**	**$ 4,068,955**
Replacement Housing Factor Funds					

Capital Fund Program Five-Year Action Plan
Part II: Supporting Pages—Work Activities

Activities for	Activities for Year : 2			Activities for Year: 3	
Year 1	FFY Grant: 2008			FFY Grant: 2009	
	PHA FY: 2008			PHA FY: 2009	
	Development Name/Number	**Major Work Categories**	**Estimated Cost**	**Development Name/Number**	**Major Work Categories**
See	**Chad Brown**	Landscaping and Fencing	95,921	**Chad Brown**	Landscaping and Fencing
Annual		Repair/Replace Gas Lines	5,000		Bathroom Renovations
Statement		Repoint/Seal Exterior Masonry	55,000		Operations
		Repair/Replace Exterior Doors	5,000		Police
		Operations	55,609		A & E Fees and Costs
		Police	9,352		Repoint/Seal Exterior Masonry
		A & E Fees and Costs	7,196		Tree Pruning
		Tree Pruning	2,899		Deferred Painting
		Deferred Painting	2,899		Install Security Cameras/Card Readers
		Install Security Cameras/Card Readers	5,000		Bond Repayment
		Fire Hoses and Extinguishers	5,000		
		Bond Repayment	34,079		
			282,955		
	Admiral Terrace	Landscaping and Fencing	65,921	**Admiral Terrace**	Landscaping and Fencing
		Repoint/Seal Exterior Masonry	55,000		Retile Non-Dwelling Space
		Install Backflow Valves	5,000		Operations
		Install Heating/HW System at Comm.	75,000		Police
		Operations	55,609		A & E Fees and Costs
		Police	9,352		Repoint/Seal Exterior Masonry
		A & E Fees and Costs	7,196		Tree Pruning
		Tree Pruning	2,899		Deferred Painting
		Deferred Painting	2,899		Bond Repayment
		Bond Repayment	34,079		
			312,955		
	Sunset Village	Paint & Caulk Building Exteriors	15,000	**Sunset Village**	Repair/Replace Roof
					Paint & Caulk Building Exteriors
			15,000		
	AMP 01 Totals		**610,910**	**AMP 01 Totals**	
		Total CFP Estimated Cost	**$610,910**		

Capital Fund Program Five-Year Action Plan

Part II: Supporting Pages—Work Activities

Activities for	Activities for Year : 2			Activities for Year: 3	
Year 1	FFY Grant: 2008			FFY Grant: 2009	
	PHA FY: 2008			PHA FY: 2009	
	Development Name/Number	**Major Work Categories**	**Estimated Cost**	**Development Name/Number**	**Major Work Categories**
See	**Roger Williams**	Landscaping and Fencing	25,000	**Roger Williams**	Renovate Bldg Exteriors
Annual		Pave/Seal Coat Parking Lot	25,000		Exterior Security Lighting
Statement					Install Backflow Valves
					Bathroom Renovations
			50,000		
	Codding Court	Landscaping and Fencing	13,286	**Codding Court**	Repair/Replace Roofs & Walkway Exits
		Operations	59,910		Install Backflow Valves
		Police	10,077		Operations
		A & E Fees and Costs	7,751		Police
		Tree Pruning	3,123		A & E Fees and Costs
		Deferred Painting	3,123		Tree Pruning
		Repoint/Seal Exterior	41,000		Repoint/Seal Exterior
		Bond Repayment	36,714		Deferred Painting
					Bond Repayment
			174,984		
	Scattered Sites	Landscaping and Fencing	5,000	**Scattered Sites**	Landscaping and Fencing
	1-15, 1-17, 1-18, 1-21	Building Repairs	163,286	1-15, 1-17, 1-18, 1-21	Building Repairs
	1-28, 1-29, 1-30, 1-31	Operations	59,910	1-28, 1-29, 1-30, 1-31	Operations
	1-32, 1-33, 1-34, 1-35	Police	10,077	1-32, 1-33, 1-34, 1-35	Police
	1-36, 1-37, 1-38, 1-39	A & E Fees and Costs	7,751	1-36, 1-37, 1-38, 1-39	A & E Fees and Costs
	1-39, 1-40, 1-41	Tree Pruning	3,123	1-39, 1-40, 1-41	Tree Pruning
	1-42, 1-43	Deferred Painting	3,123	1-42, 1-43	Deferred Painting
		Bond Repayment	36,714		Bond Repayment
			288,984		
	AMP 02 Totals		**513,968**	**AMP 02 Totals**	
		Total CFP Estimated Cost	**$513,968**		

Capital Fund Program Five-Year Action Plan
Part II: Supporting Pages—Work Activities

Activities for	Activities for Year : 2			Activities for Year: 3	
Year 1	FFY Grant: 2008			FFY Grant: 2009	
	PHA FY: 2008			PHA FY: 2009	
See	**Hartford Park**	Landscaping and Fencing	159,464	**Hartford Park**	Landscaping and Fencing
Annual	1-4/1-6/1-19	Exterior Bldg Repairs	391,964	1-4/1-6/1-19	Replace Exterior Security Lighting
Statement		Operations	150,666		Exterior Building Repairs
		LBP/Asbestos Testing	5,000		Ext. Security Light Security Shields
		Police	25,342		Operations
		A & E Fees and Costs	19,493		Police
		Digitize Building Plans	5,000		A & E Fees and Costs
		Utility Surveys	10,000		LBP/Asbestos Testing
		Tree Pruning	7,854		Utility Surveys
		Deferred Painting	7,854		Tree Pruning
		Radios/Telecommunications/Alarms	8,000		Deferred Painting
		Maintenance Vehicles/Equipment	30,000		Radios/Telecommunications/Alarms
		Bond Repayment-FM Res Svs Bldgs	428,119		Maintenance Vehicles/Equipment
		Bond Repayment-CFFP	92,334		Bond Repayment-FM Res Svs Bldgs
					Bond Repayment-CFFP
	AMP 03 Totals		**1,341,090**	**AMP 03 Totals**	
	Manton Heights	Repair/Replace Roofs on Wood Bldgs	25,019	**Manton Heights**	Repair/Replace Gas Lines
		Repair/Replace Roofs on Brick Bldgs	40,000		Fence/Walks/Paving/Site Furniture
		Repair/Replace Doors and Hardware	3,527		New Roofs on Wood Buildings
		Operations	97,873		Seal Exterior Masonry
		Police	16,462		Install Backflow Valves
		A & E Fees and Costs	12,663		Install Window vent/Fan Units
		Tree Pruning	5,102		Building Controls
		Deferred Painting	5,102		Operations
		Intercom Replacement/Repair	5,000		Police
		Repoint/Seal Exterior	10,000		A & E Fees and Costs
		Bond Repayment	59,981		Tree Pruning
					Deferred Painting
					Bond Repayment
	AMP 04 Totals		**280,729**	**AMP 04 Totals**	
		Total CFP Estimated Cost	**$1,621,819**		

Capital Fund Program Five-Year Action Plan
Part II: Supporting Pages—Work Activities

Activities for	Activities for Year : 2			Activities for Year: 3	
Year 1	FFY Grant: 2008			FFY Grant: 2009	
	PHA FY: 2008			PHA FY: 2009	
	Development Name/Number	**Major Work Categories**	**Estimated Cost**	**Development Name/Number**	**Major Work Categories**
See	**Dexter Manor I & II**	Replace Generator	65,000	**Dexter Manor I & II**	Repair/Replace Pavillion
Annual	1-8, 1/14	Operations	86,306	1-8, 1/14	Replace Motors and Valves
Statement		Computer System Software	16,108		Operations
		Computer System Hardware	25,000		Computer System Software
		Replace Floor Tiles	9,475		Computer System Hardware
		Asbestos Abatement	4,000		Police
		Security Guards	10,000		Security Guards
		Police	14,517		A & E Fees and Costs
		A & E Fees and Costs	11,167		Asbestos Abatement
		Office Furnishings	2,000		Replace Floor Tiles
		Relocation	2,000		Office Furnishings
		Economic Development	10,000		Relocation
		Bond Repayment	52,892		Economic Development
					Elevator Improvements/Repairs
					Bond Repayment
	AMP 05 Totals		**308,465**	**AMP 05 Totals**	
	Dominica Manor	Replace Pressure Booster Pump	20,000	**Dominica Manor**	Operations
		Renovate Elevator Lobbies	12,921		Police
		Building Controls	5,000		A & E Fees and Costs
		Operations	60,503		Asbestos Abatement
		Replace Floor Tiles	6,642		Replace Floor Tiles
		Asbestos Abatement	4,000		Bond Repayment
		Police	10,177		
		A & E Fees and Costs	7,828		
		Elevator Improvements/Repairs	20,000		
		Maintenance Vehicles/Equipment	30,000		
		Bond Repayment	37,079		
	AMP 06 Totals		**214,150**	**AMP 06 Totals**	
		Total CFP Estimated Cost	**$522,615**		

Capital Fund Program Five-Year Action Plan
Part II: Supporting Pages—Work Activities

Activities for	Activities for Year : 2			Activities for Year: 3	
Year 1	FFY Grant: 2008			FFY Grant: 2009	
	PHA FY: 2008			PHA FY: 2009	
	Development Name/Number	**Major Work Categories**	**Estimated Cost**	**Development Name/Number**	**Major Work Categories**
See	**Carroll Tower**	Upgrade Kitchens	5,000	**Carroll Tower**	Repair Stair Tower Walls
Annual		Unit Locks	2,736		Operations
Statement		Replace DHW Tank	5,000		Police
		Operations	57,537		A & E Fees and Costs
		Replace Floor Tiles	6,316		Asbestos Abatement
		Asbestos Abatement	4,000		Replace Floor Tiles
		Police	9,678		Handicapped/Common Sp Renov.
		A & E Fees and Costs	7,444		Bond Repayment
		Handicapped/Common Sp Renov.	5,000		
		Bond Repayment	35,264		
	AMP 07 Totals		**137,975**	**AMP 07 Totals**	
	Kilmartin Plaza	Repair/Repave/Seal/Stripe Parking Lot	45,000	**Kilmartin Plaza**	Operations
		Landscaping and Fencing	30,733		Police
		Operations	31,438		A & E Fees and Costs
		Replace Floor Tiles	3,451		Asbestos Abatement
		Asbestos Abatement	4,000		Replace Floor Tiles
		Police	5,288		Bond Repayment
		A & E Fees and Costs	4,067		
		Bond Repayment	19,267		
	AMP 08 Totals		**143,244**	**AMP 08 Totals**	
	Parenti Villa	Unit Locks	8,000	**Parenti Villa**	Upgrade Kitchens
		Operations	57,537		Trash Chute Cleaning & Upgrade
		Replace Floor Tiles	6,316		Operations
		Asbestos Abatement	4,000		Police
		Police	9,678		A & E Fees and Costs
		A & E Fees and Costs	7,444		Asbestos Abatement
		Window Guards	3,736		Replace Floor Tiles
		Bond Repayment	35,264		Bond Repayment
	AMP 09 Totals		**131,975**	**AMP 09 Totals**	
		Total CFP Estimated Cost	**$413,194**		

Capital Fund Program Five-Year Action Plan
Part II: Supporting Pages—Work Activities

Activities for	Activities for Year : 2			Activities for Year: 3	
Year 1	FFY Grant: 2008			FFY Grant: 2009	
	PHA FY: 2008			PHA FY: 2009	
	Development Name/Number	**Major Work Categories**	**Estimated Cost**	**Development Name/Number**	**Major Work Categories**
See	COCC	CFP Administrative Costs	**386,449**	COCC	CFP Administrative Costs
Annual	**COCC Totals**		**386,449**	**COCC Totals**	
Statement					
	Authority Wide	Operations	0	**Authority Wide**	Operations
		Computer System Software	0		Computer System Software
		Living Skills Coordinator	0		Living Skills Coordinator
		Economic Development	0		Economic Development
		Police	0		Police
		Security Guards	0		Security Guards
		CFP Administrative Costs	0		CFP Administrative Costs
		A&E Fees and Costs	0		A&E Fees and Costs
		LBP/Asbestos Testing	0		LBP/Asbestos Testing
		Utility Surveys	0		Utility Surveys
		MOD Inspection Costs	0		MOD Inspection Costs
		Digitize Building Plans	0		Tree Pruning
		Tree Pruning	0		Deferred Painting
		Deferred Painting	0		Asbestos Abatement
		Asbestos Abatement	0		Elevator Improvements/Repairs
		Elevator Improvements/Repairs	0		Replace Floor Tiles
		Replace Floor Tiles	0		Handicapped/Common Sp Renov.
		Handicapped/Common Sp Renov.	0		Install Sec. Cameras/Card Readers
		Install Sec. Cameras/Card Readers	0		Computer Hardware
		Computer Hardware	0		Office Furnishings
		Office Furnishings	0		Radios/Telecommunications/Alarms
		Radios/Telecommunications/Alarms	0		Maintenance Vehicles/Equipment
		Maintenance Vehicles/Equipment	0		Relocation
		Fire Hoses and Extinguishers	0	**Auth Wide Totals**	
		Intercom Replacement/Repair	0		
		Window Guards	0		
		Relocation	0		
	Auth Wide Totals		**0**		
		Total CFP Estimated Cost	**$4,068,955**		

Capital Fund Program Five-Year Action Plan
Part II: Supporting Pages—Work Activities

Activities for	Activities for Year : 4			Activities for Year: 5	
Year 1	FFY Grant: 2010			FFY Grant: 2011	
	PHA FY: 2010			PHA FY: 2011	
	Development Name/Number	**Major Work Categories**	**Estimated Cost**	**Development Name/Number**	**Major Work Categories**
See	**Chad Brown**	Landscaping and Fencing	100,000	**Chad Brown**	Install Fire Reporting System
Annual		Upgrade Site Parking & Drainage	98,304		Fencing
Statement		Operations	55,609		Operations
		Police	9,353		Police
		A&E Fees and Costs	7,195		A&E Fees and Costs
		Repoint/Seal Exterior	30,000		Repoint/Seal Exterior
		Tree Pruning	2,899		Tree Pruning
		Deferred Painting	2,899		Deferred Painting
		Bond Repayment	51,696		Bond Repayment
			357,955		
	Admiral Terrace	Landscaping and Fencing	100,000	**Admiral Terrace**	Basketball Court/Playground
		Upgrade Site Parking & Drainage	98,304		Install Fire Reporting System
		Circulating Pumps/Condensate Tank	5,000		Fencing
		Police	9,353		Operations
		A&E Fees and Costs	7,195		Police
		Repoint/Seal Exterior	30,000		A&E Fees and Costs
		Operations	55,609		Repoint/Seal Exterior
		Tree Pruning	2,899		Tree Pruning
		Deferred Painting	2,899		Deferred Painting
		Bond Repayment	51,696		Bond Repayment
			362,955		
	Sunset Village		0	**Sunset Village**	
			0	1-7	
			0		
	AMP 01 Totals		**720,910**	**AMP 01 Totals**	
	Roger Williams	Landscaping and Fencing	25,000	**Roger Williams**	Install Fire Reporting System
			0		
			25,000		
		Total CFP Estimated Cost	**$720,910**		

Capital Fund Program Five-Year Action Plan
Part II: Supporting Pages—Work Activities

Activities for	Activities for Year : 4			Activities for Year: 5	
Year 1	FFY Grant: 2010			FFY Grant: 2011	
	PHA FY: 2010			PHA FY: 2011	
	Development Name/Number	**Major Work Categories**	**Estimated Cost**	**Development Name/Number**	**Major Work Categories**
See	**Codding Court**	Operations	59,910	**Codding Court**	Install Fire Reporting System
Annual		Police	10,077		Operations
Statement		A&E Fees and Costs	7,751		Police
		Tree Pruning	3,123		A&E Fees and Costs
		Deferred Painting	3,123		Tree Pruning
		Bond Repayment	55,693		Deferred Painting
					Bond Repayment
			139,677		
	Scattered Sites	Landscaping and Fencing	20,000	**Scattered Sites**	Landscaping and Fencing
	1-15, 1-17, 1-18, 1-21	Building Repairs	175,219	1-15, 1-17, 1-18, 1-21	Building Repairs
	1-28, 1-29, 1-30, 1-31	Operations	59,910	1-28, 1-29, 1-30, 1-31	Operations
	1-32, 1-33, 1-34, 1-35	Police	10,077	1-32, 1-33, 1-34, 1-35	Police
	1-36, 1-37, 1-38, 1-39	A&E Fees and Costs	7,751	1-36, 1-37, 1-38, 1-39	A&E Fees and Costs
	1-39, 1-40, 1-41	Tree Pruning	3,123	1-39, 1-40, 1-41	Tree Pruning
	1-42, 1-43	Deferred Painting	3,123	1-42, 1-43	Deferred Painting
		Bond Repayment	55,693		Bond Repayment
			334,896		
	AMP 02 Totals		**499,573**	**AMP 02 Totals**	
		Total CFP Estimated Cost	**$499,573**		

Capital Fund Program Five-Year Action Plan
Part II: Supporting Pages—Work Activities

Activities for	Activities for Year : 4			Activities for Year: 5	
Year 1	FFY Grant: 2010			FFY Grant: 2011	
	PHA FY: 2010			PHA FY: 2011	
	Development Name/Number	**Major Work Categories**	**Estimated Cost**	**Development Name/Number**	**Major Work Categories**
See	**Hartford Park**	Paint 4 Story Buildings	50,000	**Hartford Park**	Upgrade Fire System
Annual	1-4/1-6/1-19	Paint Exteriors of "D" Buildings	100,000	1-4/1-6/1-19	Fencing
Statement		Fence/Walks/Paving/Site Furniture	114,464		Operations
		Replace Exterior Doors	20,000		Police
		Appliance Replacement	20,000		A&E Fees and Costs
		Operations	150,666		LBP/Asbestos Testing
		Police	25,342		Utility Surveys
		A&E Fees and Costs	19,494		Tree Pruning
		LBP/Asbestos Testing	5,000		Deferred Painting
		Utility Surveys	10,000		Radios/Telecommunications/Alarms
		Tree Pruning	7,854		Maintenance Vehicles/Equipment
		Deferred Painting	7,854		Bond Repayment-FM/Res Svs Bldgs
		Radios/Telecommunications/Alarms	2,000		Bond Repayment-CFFP
		Maintenance Vehicles/Equipment	60,000		
		Bond Repayment-FM/Res Svs Bldgs	429,200		
		Bond Repayment-CFFP	140,060		
	AMP 03 Totals		**1,161,934**	**AMP 03 Totals**	
	Manton Heights	New Roofs on Brick Buildings	75,000	**Manton Heights**	Operations
		Seal Exterior Masonry	38,000		Police
		Repair Stair Tower Foundation	15,000		A&E Fees and Costs
		Operations	97,873		Repoint/Seal Exterior
		Police	16,462		Tree Pruning
		A&E Fees and Costs	12,663		Deferred Painting
		Tree Pruning	5,102		Install Sec. Cameras/Card Readers
		Deferred Painting	5,102		Bond Repayment
		Bond Repayment	90,984		
	AMP 04 Totals		**356,186**	**AMP 04 Totals**	
		Total CFP Estimated Cost	**$1,518,120**		

Capital Fund Program Five-Year Action Plan
Part II: Supporting Pages—Work Activities

Activities for	Activities for Year : 4			Activities for Year: 5	
Year 1	FFY Grant: 2010			FFY Grant: 2011	
	PHA FY: 2010			PHA FY: 2011	
	Development Name/Number	**Major Work Categories**	**Estimated Cost**	**Development Name/Number**	**Major Work Categories**
See	**Dexter Manor I & II**	Trash Chute Cleaning & Repairs	2,000	**Dexter Manor I & II**	Upgrade Fire Reporting System
Annual	1-8, 1-14	Repair/Replace Heaters/Fan Coils	10,000	1-8, 1-14	Operations
Statement		Upgrade Kitchens	14,000		Computer System Software
		Operations	86,306		Economic Development
		Computer System Software	10,117		Police
		Economic Development	10,000		Security Guards
		Security Guards	10,000		A&E Fees and Costs
		Police	14,517		Asbestos Abatement
		A&E Fees and Costs	11,167		Replace Floor Tiles
		Asbestos Abatement	4,000		Computer Hardware
		Replace Floor Tiles	1,600		Office Furnishings
		Computer Hardware	5,000		Relocation
		Office Furnishings	5,000		Bond Repayment
		Relocation	2,000		
		Bond Repayment	80,232		
	AMP 05 Totals		**265,939**	**AMP 05 Totals**	
	Dominica Manor	Unit Locks	10,000	**Dominica Manor**	Upgrade Fire Reporting System
		Trash Chute Cleaning & Upgrade	2,000		Automatic Door Operators/New Entr.
		Reconfigure Units for Handicapped	30,000		Repair/Replace Roof
		Operations	60,503		Operations
		Police	10,177		Police
		A&E Fees and Costs	7,828		A&E Fees and Costs
		Asbestos Abatement	4,000		Asbestos Abatement
		Replace Floor Tiles	1,600		Replace Floor Tiles
		Bond Repayment	56,245		Bond Repayment
	AMP 06 Totals		**182,353**	**AMP 06 Totals**	
		Total CFP Estimated Cost	**$448,292**		

Capital Fund Program Five-Year Action Plan
Part II: Supporting Pages—Work Activities

Activities for	Activities for Year : 4			Activities for Year: 5	
Year 1	FFY Grant: 2010			FFY Grant: 2011	
	PHA FY: 2010			PHA FY: 2011	
	Development Name/Number	**Major Work Categories**	**Estimated Cost**	**Development Name/Number**	**Major Work Categories**
See	**Carroll Tower**	Landscaping	5,000	**Carroll Tower**	Operations
Annual		Repair/Repave/Seal/Stripe Parking Lot	10,000		Police
Statement		Trash Chute Cleaning & Upgrade	2,500		A&E Fees and Costs
		Reconfigure Units for Handicapped	30,000		Asbestos Abatement
		Operations	57,537		Replace Floor Tiles
		Police	9,677		Bond Repayment
		A&E Fees and Costs	7,444		
		Asbestos Abatement	4,000		
		Elevator Improvements/Repairs	23,000		
		Replace Floor Tiles	1,600		
		Bond Repayment	53,488		
	AMP 07 Totals		**204,246**	**AMP 07 Totals**	
	Kilmartin Plaza	Trash Chute Cleaning & Upgrade	2,500	**Kilmartin Plaza**	Operations
		Operations	31,438		Police
		Police	5,288		A&E Fees and Costs
		A&E Fees and Costs	4,068		Asbestos Abatement
		Asbestos Abatement	4,000		Elevator Improvements/Repairs
		Replace Floor Tiles	1,600		Replace Floor Tiles
		Install Sec. Cameras/Card Readers	5,000		Bond Repayment
		Bond Repayment	29,225		
	AMP 08 Totals		**83,119**	**AMP 08 Totals**	
	Parenti Villa	Reconfigure Units for Handicapped	30,000	**Parenti Villa**	Update Fire Reporting System
		Repair/Repave/Seal/Stripe Parking Lot	10,000		Operations
		Trash Chute Cleaning & Repairs	2,500		Police
		Repair Stair Tower Walls	10,000		A&E Fees and Costs
		Operations	57,537		Asbestos Abatement
		Police	9,677		Replace Floor Tiles
		A&E Fees and Costs	7,444		Bond Repayment
		Total CFP Estimated Cost	**$287,365**		

Capital Fund Program Five-Year Action Plan
Part II: Supporting Pages—Work Activities

Activities for	Activities for Year : 4			Activities for Year: 5	
Year 1	FFY Grant: 2010			FFY Grant: 2011	
	PHA FY: 2010			PHA FY: 2011	
	Development Name/Number	**Major Work Categories**	**Estimated Cost**	**Development Name/Number**	**Major Work Categories**
See	**Parenti Villa (continued)**	Asbestos Abatement	4,000	**Parenti Villa (continued)**	
Annual		Elevator Improvements/Repairs	22,000		
Statement		Replace Floor Tiles	1,600		
		Bond Repayment	53,488		
	AMP 09 Totals		**208,246**	**AMP 09 Totals**	
	COCC	CFP Administrative Costs	**386,449**	COCC	CFP Administrative Costs
	COCC Totals		**386,449**	**COCC Totals**	
	Authority Wide	Operations	0	**Authority Wide**	Operations
		Computer System Software	0		Computer System Software
		Living Skills Coordinator	0		Living Skills Coordinator
		Economic Development	0		Economic Development
		Police	0		Police
		Security Guards	0		Security Guards
		CFP Administrative Costs	0		CFP Administrative Costs
		A&E Fees and Costs	0		A&E Fees and Costs
		LBP/Asbestos Testing	0		LBP/Asbestos Testing
		Utility Surveys	0		Utility Surveys
		MOD Inspection Costs	0		MOD Inspection Costs
		Tree Pruning	0		Tree Pruning
		Deferred Painting	0		Deferred Painting
		Asbestos Abatement	0		Asbestos Abatement
		Elevator Improvements/Repairs	0		Elevator Improvements/Repairs
		Replace Floor Tiles	0		Replace Floor Tiles
		Install Sec. Cameras/Card Readers	0		Install Sec. Cameras/Card Readers
		Computer Hardware	0		Computer Hardware
		Office Furnishings	0		Office Furnishings
		Radios/Telecommunications/Alarms	0		Radios/Telecommunications/Alarms
		Maintenance Vehicles/Equipment	0		Maintenance Vehicles/Equipment
		Relocation	0		Relocation
	Auth Wide Totals		**0**	**Auth Wide Totals**	
		Total CFP Estimated Cost	**$4,068,955**		

Estimated Cost
40,000
25,000
55,609
9,352
7,196
10,000
2,899
2,500
5,000
51,588
209,144
40,000
25,000
55,609
9,352
7,196
10,000
2,899
2,500
51,588
204,144
50,000
15,000
65,000
478,288
$478,288

Estimated Cost
350,000
10,000
2,500
3,000
365,500
80,923
3,000
59,910
10,077
7,751
3,123
20,423
2,500
55,577
243,284
2,000
110,279
59,910
10,077
7,751
3,123
2,500
55,577
251,217
860,001
$860,001

64,695
4,000
281,225
2,500
150,666
25,342
19,493
5,000
10,000
7,854
5,000
2,000
60,000
431,563
139,769
1,209,107
5,000
25,000
16,000
40,000
6,000
4,000
10,000
97,873
16,462
12,663
5,102
5,000
90,794
333,894
$1,543,001

Estimated Cost
10,000
1,000
86,306
25,000
5,000
14,517
10,000
11,167
6,767
4,000
5,000
2,000
10,000
20,000
80,064
290,821
60,503
10,177
7,828
4,744
4,000
56,127
143,379
$434,200

Estimated Cost
5,000
57,537
9,678
7,444
4,512
4,000
5,000
53,376
146,547
31,438
5,288
4,067
2,465
4,000
29,164
76,422
5,000
2,500
57,537
9,678
7,444
4,512
4,000
53,376
144,047
$367,016

Estimated Cost
386,449
386,449
0
0
0

Estimated Cost
100,000
20,000
55,609
9,353
7,195
10,000
4,375
2,899
51,408
260,839
10,000
100,000
20,000
55,609
9,353
7,195
10,000
4,375
2,899
51,408
270,839
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0
0
531,678
100,000
0
100,000
$531,678

Estimated Cost
150,000
59,910
10,077
7,751
4,375
3,123
55,383
290,619
5,000
150,000
59,910
10,077
7,751
4,375
3,123
55,383
295,619
686,238
$686,238

Estimated Cost
175,000
87,933
150,666
25,342
19,494
5,000
10,000
8,750
7,854
2,000
60,000
431,300
139,281
1,122,620
97,873
16,462
12,663
30,000
8,750
5,102
5,000
90,475
266,325
$1,388,945

Estimated Cost
25,000
86,306
25,000
10,000
14,517
10,000
11,167
8,000
5,600
25,000
5,000
2,000
79,785
307,375
25,000
84,125
100,000
60,503
10,177
7,828
8,000
5,600
55,684
356,917
$664,292

Estimated Cost
57,537
9,677
7,444
8,000
5,600
53,190
141,448
31,438
5,288
4,068
8,000
20,000
5,600
29,063
103,457
25,000
57,537
9,677
7,444
8,000
5,600
53,190
$244,905

Estimated Cost
166,448
386,449
386,449
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0
$4,068,955

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 50106 Replacement Housing Factor Grant No:	Federal FY of Grant: 2006

I_I Original Annual Statement I_I Reserve for Disasters/ Emergencies I_I Revised Annual Statement (revision no:)
IXI Performance and Evaluation Report for Period Ending: 12/31/06 I_I 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	772,898	772,898	772,898	772,898
3	1408 Management Improvements Soft Costs	236,000	221,000	196,000	0
4	1410 Administration	496,873	496,873	436,169	0
5	1411 Audit				
6	1415 Liquidated Damages				
7	1430 Fees and Costs	195,000	220,000	90,000	13,320
8	1440 Site Acquisition				
9	1450 Site Improvement	54,000	123,173	0	0
10	1460 Dwelling Structures	1,548,601	1,583,601	60,704	0
11	1465.1 Dwelling Equipment—Nonexpendable	9,000	9,000	0	0
12	1470 Nondwelling Structures	37,500	27,500	0	0
13	1475 Nondwelling Equipment	90,000	100,000	14,566	0
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	424,619	424,619	424,619	0
20	1502 Contingency				
21	Amount of Annual Grant: (sum of lines: 2 to 20)	3,864,491	3,978,664	1,994,956	786,218
22	Amount of line 21 Related to LBP Activities	10,000	10,000	0	0
23	Amount of line 21 Related to Section 504 compliance	3,100	3,100	0	0
24	Amount of line 21 Related to Security –Soft Costs	140,000	140,000	140,000	0
25	Amount of Line 21 related to Security-- Hard Costs	18,000	18,000	0	0
26	Amount of line 21 Related to Energy Conservation Measures	99,000	74,000	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 50106** Replacement Housing Factor Grant No:	Federal FY of Grant: 2006

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	Repair Steam Lines		1450	N/A	10,000	10,000	0	0	underway
	Repair/Replace Gas Lines		1450	N/A	5,000	5,000	0	0	underway
	Repoint/Seal Exterior Masonry		1460	3 bldgs	6,000	6,000	0	0	underway
	Repair/Replace Gutters and Guards		1460	N/A	3,000	3,000	0	0	ongoing
	Kitchens-Cabinets/Countertops		1460	10 units	11,000	11,000	0	0	ongoing
	Bathroom Renovations		1460	30 units	7,500	7,500	0	0	ongoing
	Appliance Purchases		1465	10 units	4,500	4,500	0	0	ongoing
					47,000	**47,000**	**0**	**0**	
Admiral Terrace	Repoint/Seal Exterior Masonry		1460	5 bldgs	10,000	10,000	0	0	underway
	Repair/Replace Gutters/ add Guards		1460	N/A	3,000	3,000	0	0	ongoing
	Kitchens-Cabinets/Countertops		1460	10 units	11,000	11,000	0	0	ongoing
	Upgrade Electrical System		1460	N/A	8,000	8,000	0	0	planned
	Heating System Upgrade		1460	N/A	5,000	5,000	0	0	underway
	Bathroom Renovations		1460	30 units	7,500	7,500	0	0	ongoing
	Appliance Purchases		1465	10 units	4,500	4,500	0	0	ongoing
	Card Access/Cameras/Security System		1470	N/A	10,000	10,000	0	0	planned
					59,000	**59,000**	**0**	**0**	
Sunset Village					0	0	0	0	
					0	**0**	**0**	**0**	
AMP 01 Totals					**106,000**	**106,000**	**0**	**0**	
Roger Williams	Common Hallway Security Lighting		1460	N/A	3,000	3,000	0	0	planned
	Repair/Replace Exit Signs		1460	N/A	2,000	2,000	0	0	planned
					5,000	**5,000**	**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 50106** Replacement Housing Factor Grant No:	Federal FY of Grant: 2006

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	
Codding Court	Exterior Security Lighting		1450	N/A	5,000	5,000	0	0	planned
	Replace Domestic Water Heaters		1460	N/A	10,000	10,000	0	0	planned
					15,000	**15,000**	**0**	**0**	
Scattered Sites	Fencing and Landscaping		1450		4,000	18,173	0	0	planned
15, 17, 18, 21, 28,	*Building Repairs (All Projects)*		1460	N/A	194,901	208,901	0	0	ongoing
29, 30, 31, 32, 33,	Paint Buildings, Rebuild Porches								
34, 35, 36, 37, 38,	Replace Domestic Hot Water Tanks								
39, 40, 41, 42, 43	Repair/Seal Foundation Cracks								
	Install Carbon Monoxide Detectors								
	Replace Windows, Deferred Painting								
	Install Vinyl Siding, Vinyl Floor Tile								
					198,901	**227,074**	**0**	**0**	
AMP 02 Totals					**218,901**	**247,074**	**0**	**0**	
Hartford Park	Repair/Retile Playgrounds		1450	N/A	10,000	10,000	0	0	planned
	Landscaping and Fencing		1450	N/A	10,000	10,000	0	0	ongoing
	Exterior Building Repairs		1460	1 bldg	500,000	500,000	30,704	0	underway
	Building Controls		1460		45,000	10,000	0	0	ongoing
	Replace Exterior Doors		1460	5 doors	3,000	3,000	0	0	ongoing
	Replace Boilermates (Barry Road)		1460	6 units	5,000	5,000	0	0	underway
	Bathroom Renovations		1460	25 units	0	10,000			planned
	Heating/Domestic HW System Repairs		1460	N/A	10,000	20,000	0	0	planned
	Upgrade/Repair FM Garage		1470	N/A	10,000	10,000	0	0	planned
	Repair/Replace Fire Standpipes - Valves		1470	N/A	15,000	5,000	0	0	planned
	Install Roof Vent - Admin Bldg		1470	1 vent	2,500	2,500	0	0	planned
	Bond Repayment		1501	N/A	424,619	424,619	424,619	0	underway
AMP 03 Totals					**1,035,119**	**1,010,119**	**455,323**	**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 50106** Replacement Housing Factor Grant No:	Federal FY of Grant: 2006

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	
Manton Heights	Install Window Vent/Fan Unit		1460	60 vents	3,000	3,000	0	0	planned
	Repair/Replace Roofs at Brick Bldgs		1460	N/A	50,000	50,000	0	0	underway
	Resurface Common Hallway Floors		1460	N/A	25,000	25,000	0	0	underway
AMP 04 Totals					**78,000**	**78,000**	**0**	**0**	
Dexter Manor I & II	Replace Exterior Doors		1460	3 doors	2,000	2,000	0	0	planned
	Upgrade Kitchens		1460	4 kitchens	4,000	4,000	0	0	ongoing
	Upgrade Handicapped Units		1460	1 unit	8,000	8,000	0	0	planned
	Repair/Replace Roof		1460	1 roof	80,000	80,000	0	0	ongoing
AMP 05 Totals					**94,000**	**94,000**	**0**	**0**	
Dominica Manor	Repair/Replace Balcony Railings, Drains		1460	N/A	20,000	20,000	0	0	planned
	Replace Motors/Valves-Heating System		1460	N/A	3,000	3,000	0	0	underway
AMP 06 Totals					**23,000**	**23,000**	**0**	**0**	
Carroll Tower	Fire Alarm Replacement		1460	N/A	350,000	350,000	0	0	design
AMP 07 Totals					**350,000**	**350,000**	**0**	**0**	
Kilmartin Plaza	Window Replacement		1460	N/A	3,000	3,000	0	0	planned
AMP 08 Totals	Replace Smoke Hatch		1460	1 unit	5,000	5,000	0	0	planned
					8,000	**8,000**	**0**	**0**	
Parenti Villa	Kitchens-Cabinets/Countertops		1460	1 unit	0	1,000	0	0	ongoing
AMP 09 Totals					0	0	0	0	
					0	**1,000**	**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 50106** Replacement Housing Factor Grant No:	Federal FY of Grant: 2006

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	
Authority-Wide	Operations		1406	N/A	772,898	772,898	772,898	772,898	completed
	Computer System Software		1408	N/A	25,000	25,000	0	0	planned
	Living Skills Coordinator		1408	N/A	56,000	56,000	56,000	0	ongoing
	Police		1408	N/A	130,000	130,000	130,000	0	ongoing
	Security Guards		1408	N/A	10,000	10,000	10,000	0	ongoing
	Pest Control Program		1408	N/A	15,000	0	0	0	completed
	CFP Administrative Costs		1410	N/A	386,449	386,449	386,449	0	ongoing
	In-House Design		1410	N/A	110,424	110,424	49,720	0	ongoing
	A&E Fees and Costs		1430	N/A	75,000	100,000	0	0	ongoing
	LBP/Asbestos Testing		1430	N/A	5,000	5,000	0	0	ongoing
	Utility Surveys		1430	N/A	10,000	10,000	0	0	ongoing
	MOD Inspection Costs		1430	N/A	90,000	90,000	90,000	13,320	ongoing
	Digitize Building Plans		1430	N/A	15,000	15,000	0	0	planned
	Tree Pruning		1450	N/A	5,000	60,000	0	0	ongoing
	Identification Signs		1450	N/A	5,000	5,000	0	0	planned
	Deferred Painting		1460	N/A	50,000	25,000	0	0	ongoing
	Asbestos Abatement		1460	N/A	44,100	59,100	15,000	0	ongoing
	Elevator Improvements/Repairs		1460	N/A	10,000	30,000	0	0	underway
	Replace Floor Tiles		1460	N/A	38,500	53,500	15,000	0	ongoing
	LBP Abatement		1460	N/A	5,000	5,000	0	0	ongoing
	Handicapped Unit Modifications		1460	N/A	3,100	13,100	0	0	underway
	Computer Hardware		1475	N/A	25,000	35,000	0	0	ongoing
	Radios/Telecommunications/Alarms		1475	N/A	5,000	5,000	0	0	ongoing
	Maintenance Vehicles/Equipment		1475	N/A	60,000	60,000	14,566	0	ongoing
A-W Totals					**1,951,471**	**2,061,471**	**1,539,633**	**786,218**	

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 50106** Replacement Housing Factor No:	**Federal FY of Grant: 2006**

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	
PHA Wide	7/17/2008			7/17/2010			

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 R001 50106 Replacement Housing Factor Grant No:	Federal FY of Grant: 2006

I_I Original Annual Statement Reserve for Disasters/ Emergencies I_I Revised Annual Statement (revision no:)
IXI Performance and Evaluation Report for Period Ending: 12/31/06 I_I 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	0	0	0	0
2	1406 Operations	0	0	0	0
3	1408 Management Improvements Soft Costs	0	0	0	0
	Management Improvements Hard Costs	0	0	0	0
4	1410 Administration	0	0	0	0
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	0	0	0
10	1460 Dwelling Structures	0	0	0	0
11	1465.1 Dwelling Equipment—Nonexpendable	0	0	0	0
12	1470 Nondwelling Structures	0	0	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	51,825	53,356	0	0
19	1502 Contingency	0	0	0	0
20	Amount of Annual Grant: (sum of lines 2-19)	51,825	53,356	0	0
21	Amount of line 20 Related to LBP Activities	0			
22	Amount of line 20 Related to Section 504 compliance	0			
23	Amount of line 20 Related to Security –Soft Costs	0			
24	Amount of Line 20 related to Security-- Hard Costs	0			
25	Amount of line 20 Related to Energy Conservation Measures	0			
26	Collateralization Expenses or Debt Service	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 50106** Replacement Housing Factor Grant No:	Federal FY of Grant: 2006

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	
Authority-Wide	Development Activity		1499	N/A	51,825	53,356	0	0	
					0	0	0	0	
					51,825	**53,356**	**0**	**0**	

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 50106** Replacement Housing Factor No:	**Federal FY of Grant: 2006**

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	
PHA Wide	7/17/2008			7/17/2010			

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

I I Original Annual Statement I_I Reserve for Disasters/ Emergencies I_I Revised Annual Statement (revision no:)

IXI Performance and Evaluation Report for Period Ending: 12/31/06 I_I Final Performance and Evaluation Report

Line No	Summary by Development Account	Total Estimated		Total Actual Cost	
		Original	Revised	Obligated	Expended
1	Total non-CFP Funds				
2	1406 Operations	835,349	835,349	835,349	835,349
3	1408 Management Improvements Soft Costs	221,000	187,939	185,337	185,337
4	1410 Administration	571,674	572,840	572,840	383,389
5	1411 Audit				
6	1415 Liquidated Damages				
7	1430 Fees and Costs	225,000	239,118	236,606	174,331
8	1440 Site Acquisition				
9	1450 Site Improvement	189,148	280,453	249,736	245,296
10	1460 Dwelling Structures	1,370,103	1,487,651	831,499	740,183
11	1465.1 Dwelling Equipment—Nonexpendable	9,000	4,530	3,450	3,450
12	1470 Nondwelling Structures	241,500	23,559	19,759	19,759
13	1475 Nondwelling Equipment	85,000	115,741	106,625	103,376
14	1485 Demolition				
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	429,563	429,563	429,563
20	1502 Contingency				
21	Amount of Annual Grant: (sum of lines: 2 to 20)	4,176,743	4,176,743	3,470,764	3,120,033
22	Amount of line 21 Related to LBP Activities	5,000	24,600	23,100	23,100
23	Amount of line 21 Related to Section 504 compliance	3,103	0	0	0
24	Amount of line 21 Related to Security –Soft Costs	140,000	134,701	134,701	134,701
25	Amount of Line 21 related to Security-- Hard Costs	13,000	51,832	51,832	51,832
26	Amount of line 21 Related to Energy Conservation Measures	507,000	119,193	110,458	110,458

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 Original	Revised	Total Actual Cost Obligated	Expended	Status of Work
Chad Brown	Repair Steam Lines		1450	N/A	10,000	39,243	39,243	39,243	underway
001	Repair/Replace Gas Lines		1450	N/A	5,000	2,988	0	0	underway
	Repoint/Seal Exterior Masonry		1460	3 bldgs	6,000	0	0	0	underway
	Repair/Replace Gutters and Guards		1460	N/A	3,000	0	0	0	ongoing
	Replace Floor Tiles		1460		0	4,735			
	Bathroom Renovations		1460		0	15,908	11,643	11,643	ongoing
	Kitchens-Cabinets/Countertops		1460	10 units	11,000	7,913	5,097	5,097	ongoing
	Appliance Purchases		1465	10 units	4,500	4,530	3,450	3,450	ongoing
					39,500	**75,317**	**59,433**	**59,433**	
Admiral Terrace	Repair/Replace Gas Lines		1450		0	7,580	7,580	7,580	underway
001A	Repoint/Seal Exterior Masonry		1460	5 bldgs	10,000	0	0	0	underway
	Repair/Replace Gutters/ add Guards		1460	N/A	3,000	0	0	0	ongoing
	Kitchens-Cabinets/Countertops		1460	10 units	11,000	4,297	2,378	2,378	ongoing
	Upgrade Electrical System		1460	N/A	8,000	0	0	0	planned
	Heating System Upgrade		1460	N/A	5,000	5,436	5,436	5,436	underway
	Bathroom Renovations		1460		0	11,246	8,572	8,572	ongoing
	Deferred Painting		1460	4 units	3,000	0	0	0	ongoing
	Appliance Purchases		1465	10 units	4,500	0	0	0	ongoing
	Card Access/Cameras - Maint. Bldg.		1470	N/A	10,000	0	0	0	planned
					54,500	**28,559**	**23,966**	**23,966**	
Roger Williams	Upgrade Basement Doors		1460	4 doors	3,200	0	0	0	planned
002	Replace Floor Tile		1460	3 units	3,000	0	0	0	ongoing
	Common Hallway Security Lighting		1460	N/A	3,000	0	0	0	planned
	Repair/Replace Exit Signs		1460	N/A	2,000	0	0	0	planned
	Asbestos Abatement (tile)		1460	3 units	5,000	0	0	0	ongoing
	Equipment Storage Bldg.		1470	1 bldg	34,000	0	0	0	completed
					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 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 Original	Total Estimated Cost Revised	Total Actual Cost Obligated	Total Actual Cost Expended	Status of Work
Codding Court	Card Access/Cameras/Security System		1470	N/A	0	0	0	0	planned
003					**0**	**0**	**0**	**0**	
Hartford Park	Barry Rd Site Improvements		1450	4 bldgs	154,148	0	0	0	completed
004/006/019	Repair/Retile Playgrounds		1450	N/A	13,000	0	0	0	planned
	Repair/Replace Gas Lines		1450		0	5,700	5,700	5,700	ongoing
	Underground Conduit		1450		0	8,616	8,616	8,616	completed
	Landscaping and Fencing		1450	N/A	2,000	25,265	25,265	25,265	ongoing
	Exterior Building Repairs-335 Hartford		1460	1 bldg	500,000	487,275	42,575	42,575	underway
	Replace Exterior Doors		1460	5 doors	3,000	1,960	1,960	1,960	ongoing
	Replace Boilermates (Barry Road)		1460	6 units	5,000	582	582	582	underway
	Replace Floor Tiles		1460		0	1,165	0	0	
	Building Controls		1460		0	6,656	3,225	3,225	ongoing
	Heating/Domestic HW System Upgrade		1460	N/A	175,000	0	0	0	planned
	Upgrade/Repair FM Garage		1470	N/A	25,000	3,800	0	0	planned
	Install Roof Vent - Admin Bldg		1470	1 vent	2,500	0	0	0	planned
	Bond Repayment		1501	N/A	428,969	429,563	429,563	429,563	underway
					1,308,617	**970,582**	**517,486**	**517,486**	
Manton Heights	Repair/Replace Gas Lines		1450		0	12,729	0	0	
005	Install Window Vent/Fan Unit		1460	60 vents	3,000	0	0	0	planned
	Repair/Replace Roofs on Brick Bldgs		1460		0	25,700	16,000	16,000	underway
	Resurface Common Hall Floor		1460		0	2,790	2,250	2,250	underway
	Fall Protection in Boiler Room		1470		0	19,759	19,759	19,759	completed
					3,000	**60,978**	**38,009**	**38,009**	
Sunset Village	Upgrade Domestic HW		1460	1 system	11,100	0	0	0	completed
007					**11,100**	**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 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 Original	Total Estimated Cost Revised	Total Actual Cost Obligated	Total Actual Cost Expended	Status of Work
Dexter Manor I	Replace Floor Tile		1460	3 units	2,700	0	0	0	ongoing
008	Asbestos Abatement		1460	3 units	4,800	0	0	0	ongoing
	Renovate Heating System (New)		1460	1 system	300,000	31,704	31,704	31,704	completed
	Equipment Storage Bldg.		1470	1 building	34,000	0	0	0	completed
					341,500	**31,704**	**31,704**	**31,704**	
Dominica Manor	Repair/Replace Balcony Railings, Drains		1460	N/A	20,000	14,000	0	0	planned
009	Replace Floor Tile		1460	4 units	3,600	23,004	2,423	2,423	ongoing
	Trash Chute Repairs/Upgrade		1460		0	5,849	0	0	completed
	Asbestos Abatement		1460	4 units	6,400	49,713	1,795	1,795	ongoing
	Replace Riser Shut Off Valves		1460		0	114,099	107,345	47,645	underway
	Replace Motors/Valves-Heating System		1460	N/A	3,000	5,504	5,504	5,504	underway
	Equipment Storage Bldg.		1470	1 building	34,000	0	0	0	completed
					67,000	**212,169**	**117,067**	**57,367**	
Carroll Tower	Fencing		1450		0	1,200	1,200	1,200	underway
011	Exterior Security Lighting		1450		0	10,651	10,651	10,651	completed
	Asbestos Abatement		1460		0	11,543	2,231	2,231	ongoing
	Replace Floor Tiles		1460		0	4,502	0	0	
	Equipment Storage Bldg.		1470	1 building	34,000	0	0	0	completed
					34,000	**27,896**	**14,082**	**14,082**	
Kilmartin Plaza	Exterior Security Lighting		1450		0	19,908	19,908	19,908	completed
012	Window Replacement		1460	N/A	3,000	0	0	0	planned
	Repair PVI Hot Water Tank		1460		0	6,158	0	0	completed
	Asbestos Abatement		1460	3 units	4,700	0	0	0	ongoing
	Equipment Storage Bldg.		1470	1 building	34,000	0	0	0	completed
					41,700	**26,066**	**19,908**	**19,908**	

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 Original	Revised	Total Actual Cost Obligated	Expended	Status of Work
Parenti Villa	Exterior Security Lighting		1450		0	21,273	21,273	21,273	completed
013	Replace Floor Tile		1460	2 units	1,800	2,272	0	0	ongoing
	Asbestos Abatement		1460	2 units	3,200	1,770	0	0	ongoing
	Kitchens/Cabinets/Countertops		1460		0	1,026	1,026	1,026	ongoing
	Equipment Storage Bldg.		1470	1 building	34,000	0	0	0	completed
					39,000	**26,341**	**22,299**	**22,299**	
Dexter Manor II	Replace Exterior Doors		1460	3 doors	2,000	0	0	0	planned
014	Upgrade Kitchens		1460	4 kitchens	4,000	1,604	1,096	1,096	ongoing
	Upgrade Handicapped Units		1460	1 unit	8,000	0	0	0	planned
	Deferred Painting		1460	6 units	4,000	0	0	0	ongoing
					18,000	**1,604**	**1,096**	**1,096**	
Scattered Sites	Fencing		1450		0	25,300	25,300	25,300	completed
017	*Building Repairs (1-17)*		1460	N/A	170,000	580,860	548,886	547,041	ongoing
	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	**606,160**	**574,186**	**572,341**	
021	*Building Repairs (1-21)*		1460	N/A	36,500	0	0	0	completed
	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**	

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 Original	Revised	Total Actual Cost Obligated	Expended	Status of Work
Scattered Sites	*Building Repairs (All Projects)*		1460	N/A	16,000	0	0	0	completed
(continued)	Paint Buildings, Rebuild Porches								
15, 18, 28, 29, 30,	Replace Domestic Hot Water Tanks								
31, 32, 33, 34, 35,	Repair/Seal Foundation Cracks								
36, 37, 38, 39, 40,	Install Carbon Monoxide Detectors								
41, 42, 43, 17, 21	Deferred Painting								
					16,000	**0**	**0**	**0**	
					222,500	**606,160**	**574,186**	**572,341**	
Authority-Wide	Operations		1406	N/A	835,349	835,349	835,349	835,349	completed
	Computer System Software		1408	N/A	25,000	2,656	54	54	planned
	Living Skills Coordinator		1408	N/A	56,000	50,582	50,582	50,582	ongoing
	Police		1408	N/A	130,000	129,291	129,291	129,291	ongoing
	Security Guards		1408	N/A	10,000	5,410	5,410	5,410	ongoing
	CFP Administrative Costs		1410	N/A	417,674	417,674	417,674	228,223	ongoing
	In-House Design		1410	N/A	154,000	155,166	155,166	155,166	ongoing
	A&E Fees and Costs		1430	N/A	130,000	67,330	66,808	24,533	ongoing
	Utility Surveys		1430	N/A	0	1,190	700	700	ongoing
	LBP/Asbestos Testing		1430	N/A	5,000	24,600	23,100	3,100	ongoing
	MOD Inspection Costs		1430	N/A	90,000	145,998	145,998	145,998	ongoing
	Tree Pruning		1450	N/A	5,000	100,000	85,000	80,560	ongoing
	Handicapped Unit Modifications		1460	N/A	3,103	0	0	0	underway
	Deferred Painting		1460	N/A	0	0	4,475	0	ongoing
	Asbestos Abatement		1460	N/A	0	22,122	16,673	0	ongoing
	Replace Floor Tiles		1460	N/A	0	36,258	8,623	0	ongoing
	Computer Hardware		1475	N/A	25,000	44,584	36,974	33,725	ongoing
	Maintenance Vehicles/Equipment		1475	N/A	60,000	71,157	69,651	69,651	ongoing
					1,946,126	**2,109,367**	**2,051,528**	**1,762,342**	

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 50105** Replacement Housing Factor No:	**Federal FY of Grant: 2005**

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	
PHA Wide	8/18/2007			8/18/2009			