



PHA 5-YEAR PLAN

Pawtucket Housing Authority

OUR MISSION

The Mission of the Pawtucket Housing Authority is to provide safe, decent, and affordable housing and to establish programs that will educate, enhance, and empower the lives of all the people in the community we serve.

214 Roosevelt Avenue | Pawtucket, Rhode Island 02860

Prepared for public review and submission

5-Year PHA Plan (for All PHAs)	U.S. Department of Housing and Urban Development Office of Public and Indian Housing	OMB No. 2577-0226 Expires: 09/30/2027
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Purpose. The 5-Year and Annual PHA Plans provide a ready source for interested parties to locate basic PHA policies, rules, and requirements concerning the PHA's operations, programs, and services. They also inform HUD, families served by the PHA, and members of the public of the PHA's mission, goals, and objectives for serving the needs of low-, very low-, and extremely low- income families.

Applicability. The **Form HUD-50075-5Y** is to be completed once every 5 PHA fiscal years by all PHAs. PHAs with zero public housing units must continue to comply with the PHA Plan requirements until they closeout their Section 9 programs (ACC termination).

A.	PHA Information.														
A.1	PHA Name: <u>Housing Authority of the City of Pawtucket</u> PHA Code: <u>RI002</u> PHA Plan for Fiscal Year Beginning: (MM/YYYY): <u>04/2027</u> The Five-Year Period of the Plan (i.e. 2019-2023): <u>2027-2031</u> PHA Plan Submission Type: ☒ 5-Year Plan Submission ☐ Revised 5-Year Plan Submission Public Availability of Information. In addition to the items listed in this form, PHAs must have the elements listed below readily available to the public. A PHA must identify the specific location(s) where the proposed PHA Plan, PHA Plan Elements, and all information relevant to the public hearing and proposed PHA Plan are available for inspection by the public. At a minimum, PHAs must post PHA Plans, including updates, at each Asset Management Project (AMP) and main office or central office of the PHA and should make documents available electronically for public inspection upon request. PHAs are strongly encouraged to post complete PHA Plans on their official websites and to provide each resident council with a copy of their PHA Plans. How the public can access this PHA Plan: PHA Plans are available to the public at each AMP location and at the main office of the PHA. • Fogarty Manor (Main Office), 214 Roosevelt Avenue, Pawtucket, RI • Kennedy Manor, 175 Broad Street, Pawtucket, RI • St Germain Manor, 415 Mineral Spring Avenue, Pawtucket, RI • Burns Manor, 105 Park Street, Pawtucket, RI • Galego Court, 439 Weeden Street, Pawtucket, RI PHA Plans are also available electronically at the PHA website: www.pawthousing.org ☐ PHA Consortia: (Check box if submitting a Joint PHA Plan and complete table below.) <table border="1"> <thead> <tr> <th rowspan="2">Participating PHAs</th><th rowspan="2">PHA Code</th><th rowspan="2">Program(s) in the Consortia</th><th rowspan="2">Program(s) not in the Consortia</th><th colspan="2">No. of Units in Each Program</th></tr> <tr> <th>PH</th><th>HCV</th></tr> </thead> <tbody> <tr> <td> </td><td> </td><td> </td><td> </td><td> </td><td> </td></tr> </tbody> </table>	Participating PHAs	PHA Code	Program(s) in the Consortia	Program(s) not in the Consortia	No. of Units in Each Program		PH	HCV						
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B.	Plan Elements. Required for all PHAs completing this form.														
B.1	Mission. State the PHA's mission for serving the needs of low-, very low-, and extremely low-income families in the PHA's jurisdiction for the next 5 years. The Mission of the Pawtucket Housing Authority is to provide safe, decent, and affordable housing and to establish programs that will educate, enhance, and empower the lives of all the people in the community we serve.														
B.2	Goals and Objectives. Identify the PHA's quantifiable goals and objectives that will enable the PHA to serve the needs of low-income, very low-income, and extremely low-income families for the next 5 years. Attachment A-B.2 Goals and Objectives														
B.3	Progress Report. Include a report on the progress the PHA has made in meeting the goals and objectives described in the previous 5-Year Plan.														

	Attachment B-B.3 Progress Report
B.4	Violence Against Women Act (VAWA) Goals. Provide a statement of the PHA's goals, activities, objectives, policies, or programs that will enable the PHA to serve the needs of survivors of domestic violence, dating violence, sexual assault, or stalking. The Pawtucket Housing Authority (PHA) is committed to supporting the housing stability, safety, and rights of survivors of domestic violence, dating violence, sexual assault, and stalking. The PHA will administer its Public Housing and Housing Choice Voucher programs in accordance with applicable Violence Against Women Act (VAWA), Fair Housing, and HUD requirements and will work to ensure that eligible survivors are able to access and maintain housing without being denied assistance or otherwise penalized because of circumstances related to domestic violence, dating violence, sexual assault, or stalking. During the Five-Year Plan period, the PHA will pursue the following goals and activities: Strengthen VAWA protections and awareness through compliant policies and procedures, staff training, and resident education regarding VAWA rights and available protections. Promote housing stability and survivor support through crisis intervention, case management, referrals, community partnerships, and the pursuit of federal, state, local, foundation, and other funding opportunities to assist survivors. Promote safe communities and housing access through coordinated safety efforts, Fair Housing, reasonable accommodations, VAWA protections, and efforts to reduce barriers to housing stability.
B.5	Project-Based Activities. If a PHA intends to select one or more projects for project-based assistance without competition in accordance with 24 CFR 983.51(c), the PHA must include a statement of this intent. The PHA intends to select Park Manor LLC, a PHA-owned property, for additional Project-Based Voucher assistance without competition, to the extent permitted under 24 CFR § 983.51(c). Park Manor consists of 28 units and currently includes seven PBV-assisted units, tenant-based Housing Choice Voucher participants, Low-Income Housing Tax Credit units, and market-rate units. The PHA is considering project-basing a portion of its existing HCV authority at the property to increase the number of PBV-assisted units. Any additional PBV units will be subject to available voucher funding, the PHA's PBV program and project caps, the PHA Administrative Plan, applicable LIHTC requirements, and all HUD requirements for PHA-owned housing.
C.	Other Document and/or Certification Requirements.
C.1	Significant Amendment or Modification. Provide a statement on the criteria used for determining a significant amendment or modification to the 5-Year Plan. The Pawtucket Housing Authority's definition of a "significant amendment" or "substantial deviation" is a significant change adversely affecting an applicant or resident family to our ACOP policy or Section 8 Administration Plan. For the Capital Fund Program, a 25% change in our Capital Fund Budget or the addition of any non-emergency work item that is not already included in the Pawtucket Housing Authority's latest Capital Fund Program Budget or Five-Year Budget shall be considered a significant amendment change to the PHA Plan.
C.2	Resident Advisory Board (RAB) Comments. (a) Did the RAB(s) have comments to the 5-Year PHA Plan? Y N ☐ ☒ (b) If yes, comments must be submitted by the PHA as an attachment to the 5-Year PHA Plan. PHAs must also include a narrative describing their analysis of the RAB recommendations and the decisions made on these recommendations.
C.3	Certification by State or Local Officials. Form HUD-50077-SL, <i>Certification by State or Local Officials of PHA Plans Consistency with the Consolidated Plan</i>, must be submitted by the PHA as an electronic attachment to the PHA Plan.

C.4 Challenged Elements. If any element of the PHA Plan is challenged, a PHA must include such information as an attachment with a description of any challenges to Plan elements, the source of the challenge, and the PHA's response to the public.

(a) Did the public challenge any elements of the Plan?

Y N
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(b) If yes, include Challenged Elements.

This information collection is authorized by Section 511 of the Quality Housing and Work Responsibility Act, which added a new section 5A to the U.S. Housing Act of 1937, as amended, which introduced the 5-Year PHA Plan. The 5-Year PHA Plan provides the PHA's mission, goals, and objectives for serving the needs of low- income, very low- income, and extremely low- income families and the progress made in meeting the goals and objectives described in the previous 5-Year Plan.

Public reporting burden for this information collection is estimated to average 1.23 hours per year per response or 6.15 hours per response every five years, including the time for reviewing instructions, searching existing data sources, gathering, and maintaining the data needed, and completing and reviewing the collection of information. HUD may not collect this information, and respondents are not required to complete this form, unless it displays a currently valid OMB Control Number.

Privacy Notice. The United States Department of Housing and Urban Development is authorized to solicit the information requested in this form by virtue of Title 12, U.S. Code, Section 1701 et seq., and regulations promulgated thereunder at Title 12, Code of Federal Regulations. Responses to the collection of information are required to obtain a benefit or to retain a benefit. The information requested does not lend itself to confidentiality.

Form identification: *RI002 - Housing Authority of the City of Pawtucket form HUD-50075-5Y (Form ID - 4943) printed by Lourdes Marrero in HUD Secure Systems/Public Housing Portal at 10/14/2026 02:18PM EST*

Attachment A

B.2 Goals and Objectives. Identify the PHA's quantifiable goals and objectives that will enable the PHA to serve the needs of low-income, very low-income, and extremely low-income families for the next 5 years.

Executive Summary

The Pawtucket Housing Authority's Five-Year Goals and Objectives establish an agency-wide strategy to preserve and expand safe, affordable, accessible, and diverse housing while improving the quality of life for residents. The plan prioritizes strong occupancy and voucher utilization, major capital improvements, preventive maintenance, accessibility, safety, and effective use of technology and performance data. It strengthens workforce capacity through professional development, cross-training, wellness, standardized procedures, and responsible use of automation and artificial intelligence. The Authority will expand resident communication, leadership, supportive services, and partnerships with HUD, state and local agencies, landlords, service providers, and community organizations. Across all departments, the plan emphasizes sound financial management, regulatory compliance, diversified funding, measurable performance, transparency, and accountability to ensure long-term organizational sustainability.

Executive Director

Maintain and improve our supply of diverse, affordable, and accessible housing

- Maintain occupancy rates of 98% or greater across the Public Housing portfolio and maximize Housing Choice Voucher utilization within available funding.
- Complete major capital modernization projects including elevators, accessibility improvements, life-safety systems, energy improvements, security enhancements, and building renovations.
- Increase accessibility throughout PHA developments by completing ADA and Section 504 improvements and identifying barriers to housing access.
- Increase housing opportunities for vulnerable populations through Special Purpose Vouchers.
- Implement smart-building technologies that improve maintenance response, energy monitoring, security management, and resident services.
- Introduce agency-wide dashboards with real-time Key Performance Indicators.
- Foster safe, attractive, and engaged communities through beautification projects, resident volunteer programs, community gardens, public art, and neighborhood improvement events.
- Collaborate with developers and other stakeholders to leverage Project-Based Voucher (PBV) assistance in new construction projects, expanding the supply of high-quality, affordable, accessible, and diverse housing opportunities throughout the community.
- Explore the feasibility of utilizing the Rental Assistance Demonstration (RAD) program to leverage additional resources and investment opportunities that will maintain, modernize, and expand the availability of diverse, affordable, and accessible housing within the community.

Provide a stimulating working environment for employees

- Establish and expand Human Resources capacity to enhance employee recruitment, retention, training, recognition, and wellness efforts, creating a workplace culture that encourages innovation, collaboration, accountability, and long-term succession planning.
- Create annual agency-wide professional development plans for all employees.
- Leverage technology, automation, and artificial intelligence to improve operational efficiency.

- Develop an AI governance policy to ensure responsible and compliant use of AI.
- Expand resident self-service capabilities through online portals.
- Promote employee wellness initiatives that support physical, mental, and emotional well-being.
- Identify and implement processes that should evolve from paper-based to electronic, automated, and data-driven.

Increase communication efforts with residents and the Pawtucket community at large

- Conduct annual resident satisfaction surveys and utilize feedback to improve services and operations.
- Publish annual performance updates highlighting Authority accomplishments, initiatives, and goals.
- Install QR codes throughout developments to provide easy access to office information, maintenance reporting, events and activities, and accessibility resources.
- Create and maintain an accessible PHA dashboard and modernized website that provides residents, stakeholders, and the community with meaningful insights into Authority operations, performance, capital projects, resident services, and strategic initiatives, fostering trust through transparency and open communication.

Enhance and expand relationships with community, state, and HUD partners

- Increase PHA's visibility as a leader in affordable housing innovation, resident services, and community development.
- Expand health and wellness partnerships to provide residents with access to physical and behavioral health services.
- Support aging-in-place initiatives.
- Expand youth development, after-school, summer enrichment, and mentoring opportunities.
- Fund small resident-led projects that improve community spaces, accessibility, safety, or resident engagement.
- Strengthen partnerships with local public safety agencies, including law enforcement, fire, emergency medical services, and emergency management organizations, to enhance resident safety, emergency preparedness, and coordinated response capabilities.

Continue to maintain financially sound practices

- Maintain strong financial controls and internal oversight to support clean annual audits and regulatory compliance.
- Strengthen procurement practices, contract management, and project monitoring processes.
- Achieve 100% compliance with PHA procurement requirements and create a procurement system that is proactive rather than corrective.
- Diversify funding sources through grants, foundations, public-private partnerships, and alternative funding opportunities.
- Diversify and strengthen revenue sources through an aggressive grant acquisition strategy that secures new funding opportunities, supports long-term financial sustainability, and advances the Authority's mission of providing safe, affordable, and accessible housing.
- Strengthen financial sustainability by actively monitoring rent collection performance, reducing tenant accounts receivable, and promoting tenant compliance with lease obligations and repayment

agreements to ensure the responsible stewardship of public resources and the long-term stability of housing operations.

- Activate and strategically utilize our existing 501(c)(3) organization as a community-focused nonprofit that provides meaningful programs and capital improvements.

Public Housing Program

Maintain and improve our supply of diverse, affordable, and accessible housing

- Maintain strong occupancy and reduce vacancy loss by monitoring occupancy, vacancies, leasing, unit turnover, transfers, and waiting list activity monthly, with a goal of maintaining an overall Public Housing occupancy rate of at least 98%, excluding approved or allowable offline units.
- Reduce unit turnaround time by reviewing vacant units at least biweekly and strengthening coordination among Housing Management, Maintenance, Operations, and Inspections to identify and resolve delays that prevent units from being returned to occupancy.
- Improve applicant processing and unit assignments by monitoring applicant referrals, eligibility determinations, unit offers, and lease-ups monthly to reduce avoidable delays and ensure available units are offered timely and in accordance with PHA policies.
- Maintain accurate and compliant waiting lists by reviewing waiting list activity and applicant processing regularly and ensuring selections, preferences, eligibility determinations, and unit offers are administered in accordance with HUD requirements and PHA policies.
- Improve accessibility and appropriate unit utilization by reviewing reasonable accommodation transfers, accessible-unit occupancy, and overhoused and underhoused households at least quarterly and maintaining accurate transfer lists to support appropriate unit assignments.
- Support capital improvements by collaborating across all PHA departments to identify and prioritize property needs, coordinate project planning and implementation, improve housing conditions and accessibility, and minimize disruption to residents.

Provide a stimulating working environment for employees

- Provide ongoing professional development by ensuring Public Housing staff receive at least two relevant training or professional-development opportunities annually, with emphasis on occupancy, HOTMA, EIV, NSPIRE, Fair Housing, reasonable accommodations, lease enforcement, grievance procedures, and other applicable requirements.
- Increase staff cross-training by cross-training employees in at least one additional Public Housing function each year to improve staff coverage, consistency, and continuity.
- Standardize administrative procedures and workflows by reviewing key Public Housing processes at least annually and developing or updating procedures, forms, checklists, and workflows as needed to improve consistency and efficiency.
- Improve department operations by reviewing departmental performance and quality-control findings at least quarterly and providing staff guidance, training, or process improvements when recurring issues or areas needing improvement are identified.

Increase communication efforts with residents and the Pawtucket community at large

- Expand resident communication through email, text messaging, written notices, mailings, newsletters, website resources, meetings, and other communication methods to provide timely information regarding policies, inspections, recertifications, resident services, community events, and other PHA activities.
- Increase resident engagement through resident meetings, surveys, community outreach, educational activities, and other opportunities for residents to provide feedback and participate in their communities.

- Strengthen resident-management communication by holding regular coffee hours with property managers to share updates, answer questions, discuss concerns, and receive resident feedback.
- Increase management visibility and responsiveness through regular property manager walkthroughs of buildings and common areas to engage with residents, identify property concerns, and coordinate follow-up with the appropriate PHA departments.
- Improve resident education by providing information regarding lease responsibilities, housekeeping standards, inspections, recertification requirements, safety, and other program requirements throughout each year.
- Improve customer service by responding to emergencies within 24 hours and to all other resident inquiries, requests, and concerns within 48 hours, providing follow-up as needed, and tracking recurring issues to improve service.
- Expand electronic processes through increased use of electronic records, electronic certifications, electronic communication, and available technology to improve resident access, increase efficiency, and reduce paper documentation.
- Promote Fair Housing, equal opportunity, accessibility, and language access by reviewing resident materials and procedures at least annually and making updates when necessary.

Enhance and expand relationships with community, state, and HUD partners

- Maintain effective coordination with HUD by monitoring applicable HUD notices and regulatory changes and implementing required policy, procedure, reporting, system, or program changes by applicable effective dates.
- Continue coordination among Public Housing Management, Applications, Maintenance, Operations, Finance, Security, Resident Services and other PHA departments to improve leasing, unit turnover, resident services, compliance, and overall property operations.
- Strengthen community partnerships by participating in or coordinating at least two resident or community partnership initiatives annually that connect residents with supportive services, education, health, safety, employment, or other community resources.
- Strengthen coordination with state and local agencies and community organizations that support resident safety, accessibility, housing stability, regulatory compliance, and quality of life.
- Promote positive resident-management relationships through resident engagement, consistent communication, community activities, and partnerships that support safe and well-maintained Public Housing communities.

Continue to maintain financially sound practices

- Maximize occupancy and rental revenue by reviewing occupancy, vacancies, unit status, leasing, and rent collection at least monthly and taking appropriate action to address conditions that contribute to vacancy loss or reduced program revenue.
- Monitor key Public Housing performance indicators at least monthly, including occupancy, vacancies, leasing, annual reexamination timeliness, unit turnaround, and other identified management indicators.
- Maintain timely and accurate annual and interim reexaminations, with a target of maintaining at least a 98% timely annual reexamination rate, with a goal of 100%, and completing interim actions within applicable HUD/PHA timeframes.

- Maintain program compliance and quality control by conducting documented file and rent-calculation reviews at least quarterly, monitoring EIV and income-verification requirements, and taking corrective action when errors or recurring issues are identified.
- Maintain accurate and timely HUD reporting by completing required PIC, IMS, NSPIRE, and other applicable HUD submissions within established deadlines and conducting supervisory review for accuracy and completeness.
- Maintain current and compliant policies and procedures by reviewing Public Housing policies, procedures, forms, and administrative documents at least annually and updating them as necessary for HOTMA and other federal, state, local, and HUD requirements.
- Improve records management and internal controls by expanding electronic records, strengthening document-retention practices, standardizing file documentation, and periodically reviewing compliance with established record-management procedures.
- Maintain a Tenant Accounts Receivable (TAR) target of no more than 7% of rent owed and a rent collection rate of at least 93% by reviewing outstanding balances monthly, following up on delinquent accounts, and taking appropriate collection action in accordance with PHA policies.

Housing Choice Voucher Program

Maintain and improve our supply of diverse, affordable, and accessible housing

- Maximize voucher utilization and housing opportunities by monitoring voucher issuance, leasing, attrition, portability, and available funding monthly, with a goal of maintaining at least 95% voucher utilization, to the extent supported by available HUD funding, while avoiding over-leasing or expenditures in excess of available budget authority.
- Expand landlord participation and housing choice by conducting landlord outreach and education at least annually and tracking owner participation to support and expand the availability of quality rental housing for voucher families throughout the PHA's jurisdiction.
- Preserve and expand Project-Based Voucher (PBV) by monitoring contracts and utilization, coordinating with owners, and evaluating renewals and additional units, subject to funding and HUD requirements.
- Pursue Special Purpose Voucher opportunities, including VASH, FYI, and other HUD voucher initiatives, as funding and program opportunities become available, and review utilization of awarded special-purpose vouchers at least quarterly.
- Promote Fair Housing, equal opportunity, and accessibility through consistent administration of reasonable accommodations, VAWA protections, portability, and other applicable program requirements and by identifying and addressing barriers to housing choice.
- Strengthen housing quality by completing required NSPIRE inspections within applicable HUD/PHA timeframes, monitoring inspection results and recurring deficiencies, and providing education to owners and participants regarding inspection requirements and preventative property maintenance.

Provide a stimulating working environment for employees

- Provide ongoing professional development by ensuring HCVP staff receive at least two relevant training or professional-development opportunities annually, with emphasis on HOTMA, EIV, NSPIRE, VAWA, Fair Housing, SEMAP, portability, reasonable accommodations, rent reasonableness, and other applicable HUD requirements.
- Strengthen quality control and program compliance by conducting documented file reviews or internal quality-control reviews at least quarterly and using identified findings and trends to provide corrective guidance, staff training, or procedural improvements.
- Increase staff cross-training by cross-training employees in at least one additional HCVP function each year to improve operational coverage, consistency, and continuity.
- Maintain current policies and procedures by reviewing HCVP policies, procedures, forms, and standardized correspondence at least annually and updating them as necessary when HUD regulations, notices, or program guidance change.

Increase communication efforts with residents and the Pawtucket community at large

- Expand participant and landlord communication through the PHA's software portal, additional online portals, email, text messaging, website resources, electronic forms, mailings, and other communication methods to provide timely information, improve access to services, and facilitate efficient exchange of information and documentation.

- Improve participant and landlord education by reviewing and updating educational materials at least annually and providing guidance regarding leasing, inspections, family obligations, portability, reasonable accommodations, Fair Housing, VAWA, and other applicable program requirements.
- Improve administrative efficiency and customer service by monitoring processing times for admissions, annual reexaminations, interim reexaminations, portability, leasing, and other HCVP actions at least quarterly, identifying causes of avoidable delays, and implementing corrective measures when recurring processing issues are identified.
- Expand electronic and paperless administrative processes by increasing the use of electronic records, electronic certifications, electronic document submission, and available technology to streamline HCVP operations, reduce reliance on paper-based processes, and improve administrative efficiency.
- Improve accessibility by reviewing participant-facing materials at least annually for clarity, accessibility, and making appropriate revisions.

Enhance and expand relationships with community, state, and HUD partners

- Maintain effective coordination with HUD by monitoring HUD notices and regulatory guidance and implementing required policy, procedure, system, form, or reporting changes by applicable effective dates.
- Strengthen landlord and housing-provider partnerships through ongoing outreach, education, and communication designed to retain participating owners and recruit additional landlords.
- Strengthen community partnerships by maintaining relationships with housing providers, community organizations, service agencies, other housing authorities, and state and local partners to expand housing opportunities and address barriers affecting voucher families.
- Maintain partnerships supporting Special Purpose Vouchers, including coordination with the Department of Veterans Affairs for VASH and appropriate agencies and community partners for FYI and other specialized voucher programs.

Continue to maintain financially sound practices

- Maintain effective HAP financial management by reviewing Housing Assistance Payment expenditures, budget authority, leasing levels, reserves, and projected utilization at least monthly.
- Maximize voucher utilization within available funding by adjusting voucher issuance and leasing strategies as necessary to serve the greatest number of eligible households while avoiding over-leasing and funding shortfalls.
- Strengthen financial planning by regularly monitoring program expenses, leasing, attrition, portability, and projected HAP costs to ensure the program remains within available funding and supports continued voucher utilization.
- Maintain accurate and timely HUD reporting by submitting required VMS and other recurring HUD financial and program reports by established deadlines and conducting supervisory review for accuracy.
- Maintain appropriate subsidy and rent levels by reviewing payment standards, utility allowances, rent reasonableness practices, and applicable market information at least annually.
- Implement appropriate cost-saving measures when necessary based on available funding and HUD guidance while seeking to minimize disruption to participant services and maintain program integrity.

- Maintain strong HCVP performance and compliance, with the goal of achieving and maintaining a High Performer SEMAP rating, through ongoing monitoring of SEMAP indicators, quality control, timely reporting, and corrective action when performance concerns are identified.
- Review the HCVP repayment policy annually and update as needed to support affordable repayment terms, consistent collection practices, compliance with HUD requirements, and recovery of amounts owed to PHA.

Finance Department

Maintain and improve our supply of diverse, affordable, and accessible housing

- Support timely maintenance and improvements to PHA housing by ensuring that at least 95% of complete and properly approved housing-related purchase requisitions are converted to purchase orders within 2 business days, allowing necessary repairs, supplies, and services to be obtained without unnecessary delays.
- Maximize available resources for housing maintenance and improvements by identifying opportunities for competitive pricing, cooperative purchasing, and contract negotiations that result in at least 5% savings on three or more selected goods or services annually, without reducing quality or service levels.
- Maintain uninterrupted housing-related services by tracking 100% of active contracts and providing renewal reminders at 90, 60, and 30 days prior to expiration, reducing the risk of contract lapses that could affect property operations or resident services.
- Help keep PHA housing affordable and sustainable by completing monthly budget reviews, keeping housing-related expenses within approved budget limits, and monitoring available funding throughout the fiscal year to ensure resources remain available for maintenance, accessibility, and needed improvements.
- The Purchasing Manager will work collaboratively with the Director of Finance to streamline and improve the Authority's inventory management process. This work will include reviewing current inventory procedures, improving the tracking of supplies and materials, establishing appropriate inventory levels, and developing consistent procedures for ordering, receiving, storing, and issuing inventory. The goals are to improve inventory accuracy, reduce unnecessary purchases, minimize shortages and excess inventory, and strengthen internal controls.

Provide a stimulating working environment for employees

- The Director of Finance and Staff Accountant will each complete a minimum of two HUD- or industry-recognized finance, accounting, or compliance training programs during the fiscal year to maintain current knowledge of HUD regulations, financial reporting requirements, and best practices.
- Gain a working knowledge of HUD PIH Notices and establish a routine for reviewing and identifying notices that impact the Finance Department. Communicate applicable requirements and ensure any necessary financial procedures or reporting are updated accordingly.
- The Staff Accountant and Purchasing Manager will participate in an ongoing cross-training program throughout the fiscal year, completing training on each other's key job responsibilities. Each employee will demonstrate the ability to perform at least three critical functions of the other's position to support operational continuity, improve departmental flexibility, and ensure adequate backup coverage. Both employees will participate in training that will help them improve their skills and advance in their careers.
- The Purchasing Manager will work collaboratively with the Supervisor of Operations to ensure that 100% of Maintenance staff complete PHA-Web training by the end of the fiscal year. Training will include proper procedures for entering, updating, and maintaining accurate work order, inventory, and related maintenance information. The Purchasing Manager and Supervisor of Operations will monitor staff usage and conduct periodic reviews to ensure that at least 95% of required PHA-Web entries are completed accurately and in a timely manner. The goal is to improve system utilization, strengthen inventory tracking, and ensure consistent and accurate maintenance records.

Increase communication efforts with residents and the Pawtucket community at large

- Offer at least one financial literacy class annually for residents, led by the Finance Department, covering budgeting, household expense management, savings, credit, rent payments, and the effect of rent collection on PHA finances. Track attendance and collect participant feedback to measure effectiveness.
- Improve community engagement by participating in at least two PHA or community events annually where Finance staff can answer questions, provide financial information, and connect residents with available resources.

Enhance and expand relationships with community, state, and HUD partners

- Build stronger relationships with the community by creating more opportunities for residents and community partners to connect with the Finance Department on an ongoing basis.
- Finance will participate in at least 2 outreach events or informational sessions each year to listen to concerns, answer questions, provide helpful financial information, and improve communication between the PHA and the community.
- Improve coordination with HUD, state agencies, and community partners to identify and support financial and funding opportunities for the PHA.

Continue to maintain financially sound practices

- Achieve zero financial and procurement audit findings during the annual independent audit by maintaining strong internal controls, accurate financial reporting, and compliance with all applicable HUD and Housing Authority requirements.
- Maintain the Housing Authority's financial stability by monitoring revenues and expenditures monthly, identifying budget variances, and implementing corrective actions as needed to keep departments operating within approved budget limits and support long-term financial sustainability.
- Review and update at least four financial and procurement procedures during the fiscal year to improve efficiency, strengthen accountability, and reduce operational risk.
- Implement full utilization of PHA-Web financial capabilities by ensuring 100% of financial transactions are accurately recorded, developing routine financial reports, and utilizing system reporting tools to improve budget monitoring, internal controls, and operational efficiency.

Operations Department

Maintain and improve our supply of diverse, affordable, and accessible housing

- Complete planned elevator modernization and critical infrastructure projects at identified developments.
- Maintain a five-year capital project schedule and review it at least quarterly.
- Complete scheduled preventive maintenance for each unit in all developments.
- Create informational videos to educate residents, staff and the public about the PHA and Operations.
- Track major building systems and capital assets in PHA Web or an approved asset-management platform.
- Complete authority-wide smoke and carbon monoxide alarm modernization.
- Complete planned security-camera upgrades to our antiquated security camera system at Burns & St Germain.
- Conduct routine NSPIRE (National Standards for the Physical Inspection of Real Estate)-focused inspections at every development and track corrective actions through closure.
- Advance lead-hazard reduction, ADA and Section 504 upgrades, evacuation signage, playgrounds, common areas, and other site improvements.
- Keep our building improvement projects moving forward and make sure repairs are completed as planned.
- Track and save warranty information for completed projects so repairs can be covered if problems arise.

Provide a stimulating working environment for employees

- Provide recurring staff training on NSPIRE (National Standards for the Physical Inspection of Real Estate), safety, integrated pest management, preventive maintenance, and work-order documentation.
- Expand Microsoft Teams, mobile technology, digital forms, and paperless workflows.
- Use PHA Web Housing Management Software System for work-order creation, assignment, documentation, completion, and quality-control review.
- Perform weekly work-order quality-control reviews and document findings and follow-up.
- Maintain monthly Key Performance Indicators (KPI) reporting for open work orders, aging, completion activity, preventive maintenance, inspections, and follow-up.

Increase communication efforts with residents and the Pawtucket community at large

- Provide residents with timely project, safety, service, and emergency communications through available communication channels, including text messages, email, hand-delivered notices, and posted notices.
- Complete planned building-identification, directional, unit, and evacuation-signage improvements at identified developments.
- Use digital communication tools and paperless workflows to improve the consistency and availability of operational notices.
- Address those resident-facing communications associated with major projects, inspections, service changes, and emergency preparedness information that do not receive electronic communication.

Enhance and expand relationships with community, state, and HUD partners

- Review federal, state, utility, and local grant opportunities at least monthly.

- Submit competitive funding applications for eligible capital, safety, accessibility, energy-efficiency, and technology projects.
- Coordinate project and funding activities with HUD (U.S. Department of Housing and Urban Development), state and local partners, elected officials, contractors, utilities, and community organizations.
- Maintain documented schedules, procurement milestones, partner follow-up, and required grant reporting.
- Educate contractors on our PHA Section 3 policy and requirements.
- Use Microsoft Forms to send a survey to contractors and obtain feedback about their experience doing business with the PHA.

Continue to maintain financially sound practices

- Maintain grant and project files identifying the funding source, eligible use, milestones, expenditures, and required reporting.
- Track energy-efficiency improvements and available utility costs or operating-cost data for funded projects.
- Use capital planning, procurement controls, project tracking, and milestone monitoring to support responsible use of public funds.
- Use PHA Web Software and Key Performance Indicators reporting to support resource allocation, cost control, saving measures, and management oversight.

Safety and Security Department

Maintain and improve our supply of diverse, affordable, and accessible housing

- Reduce criminal activity, disorder, and safety incidents throughout Housing Authority properties.
- Increase visible security patrols during peak activity hours and in areas identified as higher risk.
- Strengthen enforcement of Housing Authority policies while ensuring all residents are treated with professionalism, dignity, and respect.
- Improve response times to emergencies, security incidents, and resident service calls.
- Increase surveillance coverage and improve security infrastructure in high-risk locations.
- Conduct regular security and compliance checks to identify deficiencies and ensure corrective action is taken.
- Work collaboratively with local law enforcement and community partners to address recurring criminal activity and promote safe and secure housing communities.

Provide a stimulating working environment for employees

- Expand crime prevention initiatives through resident education, outreach, and community engagement.
- Utilize crime trends and incident data to identify problem areas and deploy security resources effectively.
- Conduct regular emergency response drills addressing fire, severe weather, medical emergencies, active threats, and other potential emergencies.
- Review and update emergency response plans annually.
- Ensure security personnel receive ongoing training in emergency management, incident response, incident command, risk management, and professional development.
- Improve emergency notification and communication systems throughout Housing Authority properties.

Increase communication efforts with residents and the Pawtucket community at large

- Increase positive interaction between security staff and residents through community meetings, resident outreach, and community events.
- Conduct safety presentations addressing crime prevention, personal safety, emergency preparedness, and available Housing Authority resources.
- Build trust through consistent communication, professionalism, and visibility within Housing Authority communities.
- Support youth and neighborhood engagement initiatives that promote safe, healthy, and connected communities.
- Obtain feedback from residents and employees through annual surveys and community safety meetings at all Housing Authority sites in coordination with the Resident Services Department.
- Evaluate survey results and resident feedback and make appropriate adjustments to security services, policies, and programs.
- Improve communication between Security, Resident Services, Operations, and other departments to ensure resident concerns are addressed effectively and efficiently.

Enhance and expand relationships with community, state, and HUD partners

- Maintain and strengthen relationships with local law enforcement, community organizations, state agencies, HUD partners, and other stakeholders.
- Work collaboratively with law enforcement to identify crime trends, address recurring criminal activity, and develop effective prevention strategies.
- Coordinate with Resident Services, Operations, Information Technology, and other Housing Authority departments on issues affecting resident safety and security.
- Develop partnerships that provide additional resources, education, training, and support for residents and employees.
- Encourage regular communication and information sharing with community and government partners.
- Participate in community safety initiatives and collaborative programs designed to improve the quality of life throughout Housing Authority communities.

Continue to maintain financially sound practices

- Continue to explore funding opportunities by identifying and applying for available federal grants.
- Continue to explore and mitigate slip-and-fall litigation claims to minimize costs.

Resident Services Department

Maintain and improve our supply of diverse, affordable, and accessible housing

- Improve housing stability by strengthening case management and increasing crisis intervention services.
- Develop standardized departmental procedures to ensure consistency in how staff manage referrals, provide services, and document resident interactions.
- Implement a uniform filing system to improve organization, efficiency, and accessibility of department records.
- Maximize the use of Resident Connect by utilizing the software more effectively for case management, communication, and reporting.
- Improve quality of life across PHA communities by fostering safe, healthy, and connected communities where residents have access to the resources they need to thrive.
- Launch the HOMES-ARP Program to provide financial assistance that helps residents avoid eviction and maintain stable housing.

Provide a stimulating working environment for employees

- Enhance staff development and training by providing ongoing professional development opportunities and ensuring Resident Services staff remain current on required training, policies, procedures, program requirements, and resident service hours. Conduct regular staff meetings and training sessions to promote consistency, accountability, and high-quality service delivery.
- Strengthen collaboration with PHA Departments by developing stronger communication and working relationships with departments across the PHA to improve coordination of services, streamline referrals and address resident needs.
- Develop key performance indicators (KPI) for the department to measure performance, monitor progress, and ensure continuous improvement. Examples of KPIs include submitting at least seven grant applications annually, establishing at least five new partner organizations annually, and increasing resident participation in Resident Services programs by 10% annually.

Increase communication efforts with residents and the Pawtucket community at large

- Implement digital signage throughout the developments to improve communication and increase resident awareness of programs, services, and events.
- Improve and expand community partnerships with neighboring organizations to address gaps in services and provide additional resources for residents. Utilize existing partnerships and professional networks to strengthen collaboration and identify new opportunities for residents.
- Enhance data collection and analysis to better understand resident needs, measure program outcomes, and guide future services.
- Develop and implement a referral quality-control system by establishing a consistent follow-up process for Resident Services referrals. Staff will contact residents after referrals are made to determine whether they were satisfied with the assistance provided, whether their needs were addressed, and whether additional support is needed. Feedback will be documented and used to identify service gaps, improve referral processes, and ensure residents receive appropriate and effective assistance.

Enhance and expand relationships with community, state, and HUD partners

- Enhance resident leadership by empowering residents to take an active role in their communities.
- Expand youth and family programming by creating more opportunities for youth at applicable PHA developments.
- Attend at least 4 networking events annually to establish new partnerships, strengthen existing relationships, and identify additional resources and opportunities for PHA residents.
- Participate in or create Resident Services Directors meetings with other housing authorities that meet at least quarterly to share best practices, resources, challenges, and collaborative opportunities among housing authorities and Resident Services professionals.

Continue to maintain financially sound practices

- Pursue additional grant opportunities to expand programming and improve the quality of services available to residents. Seek funding to support resident-focused programs, educational and recreational activities, community engagement initiatives, and direct financial assistance to residents facing financial or housing-related challenges. Grant opportunities being pursued include the Jobs Plus Grant, AARP Community Challenge grants, Rhode Island Foundation grants, and Navigant Credit Union funding.
- Operationalize the existing 501(c)(3) with the Directors to solicit private and foundation funding that would directly benefit residents.
- Attend relevant grant management and compliance trainings and provide training for staff on the appropriate and allowable use of grant funds to strengthen staff knowledge, promote compliance with funding requirements, and ensure the grant funds are used responsibly and effectively.

Attachment B

B.3 Progress Report. Include a report on the progress the PHA has made in meeting the goals and objectives described in the previous 5-Year Plan.

Executive Summary

Over the past five years, the Pawtucket Housing Authority has strengthened its position as a high-performing housing agency by preserving and improving affordable housing, investing in employees, expanding resident engagement, cultivating strategic partnerships, and maintaining strong financial stewardship. These accomplishments have resulted in enhanced housing quality, increased resident services, significant grant awards, expanded community collaborations, and continued recognition from HUD for operational excellence.

Executive Director

Maintain and improve our supply of diverse, affordable, and accessible housing

- Maintained occupancy rates consistently between 97% and 99% across the public housing portfolio while ensuring timely unit turnover and vacancy reduction efforts
- Preserved and managed approximately 788 public housing units, while maintaining affordable housing opportunities through Housing Choice Voucher, Project-Based Voucher, PBRA, VASH, Mainstream, and Homeownership programs.
- Achieved and maintained HUD High Performer status for both Public Housing and the Housing Choice Voucher Program.
- Secured additional Housing Choice Vouchers and expanded housing opportunities for vulnerable populations, including veterans, seniors, youth, and individuals experiencing homelessness.
- Advanced redevelopment efforts at 1139 Main Street, securing funding and partnerships to support shelter expansion and services for unhoused individuals.
- Completed substantial capital improvements, including ADA accessibility renovations, building envelope repairs, roofing and waterproofing projects, balcony, corridor, and stairwell renovations, waste pipe and hot water system replacements, smoke and carbon monoxide detection upgrades, security enhancements and camera installations.
- Secured and administered more than \$12 million in Capital Fund resources through annual HUD Capital Fund grants and supplemental redevelopment funding.
- Developed underutilized space into additional affordable housing units while improving operational capacity.

Provide a stimulating working environment for employees

- Established quarterly staff meetings and reintroduced Employee of the Quarter recognition initiatives.
- Implemented agency-wide professional development programs covering HOTMA, NSPIRE, Fair Housing, ethics, de-escalation techniques, mental health awareness, CPR and emergency response, OSHA and workplace safety, and cybersecurity and information security training.
- Supported staff participation in regional and national housing conferences, including NAHRO, PHADA, NERC-NAHRO, and HUD-sponsored training.
- Created and restructured key positions to strengthen agency operations.

- Adopted a modern Employee Handbook, Equal Employment Opportunity Policy, Affirmative Action Plan, Code of Conduct, and updated personnel policies.
- Modernized technology and operational systems through the implementation of ADP Workforce Now, the conversion of housing management software to PHA-Web, Keri security access-control improvements, and laptop and equipment replacements.
- Expanded employee wellness resources by promoting and increasing access to the C3 Well-Being Employee Assistance Program (EAP), providing employees and their families with confidential support services, mental health resources, financial counseling, and work-life balance assistance.
- Enhanced workforce development through the implementation of ongoing training opportunities and educational modules offered through the HILB Group and Beacon Mutual, strengthening employee knowledge in areas such as workplace safety, risk management, leadership development, compliance, and professional growth. These efforts align with the Authority's focus on training and career development opportunities for staff.
- Established an Employee Events Committee to foster employee engagement, strengthen workplace relationships, encourage collaboration across departments, and recognize the valuable contributions of staff through agency-wide events and activities.
- Created an annual Employee Resource Fair that connects employees with benefit providers, wellness resources, retirement planning services, healthcare information, community programs, and professional development opportunities.

Increase communication efforts with residents and the Pawtucket community at large

- Conducted regular resident meetings, Resident Advisory Board meetings, and Annual Plan public participation sessions.
- Enhanced communication through newsletters, event calendars, safety notices, emergency communications, public hearings and forums, and multilingual resident outreach.
- Delivered extensive resident programming, including health and wellness activities, flu and COVID clinics, food distribution programs, meal sites, financial literacy and fraud prevention workshops, youth and family events, holiday celebrations, and educational and computer literacy programs.
- Opened the Fogarty Manor Computer Lab and expanded digital literacy opportunities for residents in partnership with BVCAP.
- Established regular Community Safety Meetings that brought together residents, the Pawtucket Police Department, fire and emergency response personnel, the Authority's security vendor, and other community partners to discuss neighborhood concerns, share public safety information, and strengthen community relationships. These meetings created a valuable resident feedback forum that helped identify safety priorities, guide security enhancements, improve emergency preparedness efforts, and support the implementation of resident-driven initiatives that contribute to safer and more secure housing communities.
- Increased the visibility of the PHA within the community through public events, media coverage, and collaborative neighborhood initiatives.
- Re-established the PHA Facebook page to engage residents and the broader Pawtucket community by sharing timely information about programs, services, community events, public meetings, important notices, employment opportunities, resident resources, agency accomplishments, and emergency updates.

Enhance and expand relationships with community, state, and HUD partners

- Leveraged strong partnerships with HUD to secure and administer significant federal funding, including Operating Fund Program, Capital Fund Program grants, Resident Opportunities and Self-Sufficiency (ROSS) grants, Family Self-Sufficiency (FSS) grants, Emergency Safety and Security Grants, Emergencies and Non-Presidentially Declared Disaster Grant, Continuum of Care (CoC) funding, Housing Choice Voucher resources, and other programmatic support that enhanced housing operations and resident services.
- Expanded collaboration with Rhode Island Housing, securing redevelopment funding, pre-development and technical assistance grants for a feasibility study, and other resources to support long-term housing preservation, modernization, and redevelopment initiatives.
- Partnered with the City of Pawtucket to secure ESG, ARPA, and CDBG funding to support housing stabilization, rapid rehousing efforts, capital improvements, and community development initiatives. The Authority also worked collaboratively with city officials to utilize PHA community spaces as emergency warming and cooling centers during periods of extreme weather.
- Maintained strong working relationships with the Rhode Island Department of Housing, securing state funding and participating in statewide housing, homelessness, and affordable housing initiatives.
- Expanded supportive services through partnerships with Gateway Healthcare to provide resident mental health services and behavioral health resources; Foster Forward to increase housing opportunities for youth through Family Unification Program (FYI) vouchers and rental assistance coordination; Blackstone Valley Community Action Program (BVCAP) to establish the Fogarty Manor Computer Lab and provide digital literacy opportunities; Open Doors to operate the PHA-owned shelter facility at 1139 Main Street and support individuals experiencing homelessness; Aldersbridge Communities to explore and plan future assisted living opportunities at Kennedy Manor; the Office of Healthy Aging to secure resources, grant funding, and supportive programming for older adult residents; and Care New England, the Nonviolence Institute, and other healthcare and social service providers to expand resident wellness, safety, and supportive services.
- Strengthened collaboration with the Pawtucket Police Department and Pawtucket Fire Department to enhance resident and staff safety through community policing initiatives, emergency preparedness planning, building safety improvements, security assessments, and coordinated response efforts.
- Actively participated in statewide housing policy and advocacy organizations including PHARI, Housing Network RI, RI Continuum of Care, NAHRO, and PHADA.

Continue to maintain financially sound practices

- Obtained and maintained High Performer designations under both PHAS and SEMAP, including multiple years of SEMAP scores at 100%.
- Successfully managed annual operating budgets, Capital Fund programs, audits, management reviews, and HUD reporting requirements.
- Maintained 100% obligation rates on multiple Capital Fund awards while ensuring timely expenditure and project completion.
- Strengthened internal controls through procurement policy updates, cash management improvements, and compliance monitoring.
- Managed Housing Choice Voucher program funding challenges through proactive cost-control measures and collaboration with HUD's Shortfall Prevention Team.

- Implemented fraud recovery efforts, repayment agreements, and ongoing program integrity monitoring.
- Leveraged grants and external funding to support capital improvements and resident services while reducing pressure on operating budgets.
- Maintained strong financial performance across agency programs through careful budget oversight, reserve monitoring, and annual audits.

Public Housing Program

Maintain and improve our supply of diverse, affordable, and accessible housing

- Continued management and leasing of the PHA's Public Housing portfolio to provide safe, decent, affordable, and accessible housing to eligible households.
- Monitored occupancy, vacancies, leasing, unit turnover, applicant processing, and unit assignments to reduce vacancy loss and return available units to occupancy.
- Strengthened coordination among Housing Management, Maintenance, Operations, and Inspections regarding vacant units and unit turnover, including increased review of units experiencing delays beyond a standard turnover.
- Improved monitoring of unit transfers, including households that are over housed or underhoused, residents approved for reasonable accommodation transfers, and residents occupying accessible units, to ensure units are appropriately utilized.
- Continued administration of waiting lists, applicant eligibility, unit offers, and leasing activities in accordance with applicable HUD requirements and PHA policies.

Provide a stimulating working environment for employees

- Provided staff with ongoing guidance and professional development regarding Public Housing occupancy, HOTMA, EIV, inspections, reasonable accommodations, Fair Housing, lease enforcement, grievance requirements, and other changing HUD and PHA requirements.
- Standardized and updated Public Housing forms, notices, verification documents, correspondence, and administrative procedures to improve consistency, accuracy, and staff efficiency.
- Increased supervisory review and quality control of annual and interim reexaminations, rent calculations, transfers, resident compliance matters, and other Public Housing functions.
- Increased coordination among Housing Management, Applications, Maintenance, Operations, and other PHA departments to address vacancies, leasing, recertifications, transfers, and resident matters.
- Increased management monitoring of workloads and outstanding actions to identify processing delays, improve staff accountability, and ensure outstanding work is completed in a timely manner.

Increase communication efforts with residents and the Pawtucket community at large

- Expanded resident communication through email, text messaging, written notices, mailings, website resources, newsletters, and other communication methods to provide more timely and accessible information.
- Improved resident communication regarding annual recertifications, inspections, policy changes, resident responsibilities, community activities, and available PHA services.
- Developed and distributed resident educational materials regarding lease responsibilities, housekeeping, safety, inspections, pest control, air-conditioning requirements, smoke and carbon monoxide alarms, emergency preparedness, and other property-related matters.
- Expanded resident engagement through community events, informational activities, safety initiatives, and other opportunities designed to strengthen relationships between residents and PHA staff.
- Increased the use of electronic communication and electronic processes to improve administrative efficiency and provide residents with additional methods of communicating and conducting business with the PHA.

- Continued efforts to improve Fair Housing, reasonable accommodation, accessibility, and language access in Public Housing communications and services.

Enhance and expand relationships with community, state, and HUD partners

- Maintained ongoing coordination with HUD regarding Public Housing operations, regulatory requirements, reporting, designated housing, unit status, and other compliance matters.
- Obtained HUD approval for continuation of the Designated Housing Plan for Burns Manor and Fogarty Manor, supporting the continued availability of designated elderly housing.
- Strengthened coordination among Public Housing Management, Maintenance, Operations, Applications, Security, and other PHA departments to address operational and resident needs.
- Continued partnerships with state and local agencies, the City, Fire Department, community organizations, contractors, inspectors, and service providers to support resident safety, accessibility, property conditions, regulatory compliance, and quality of life.
- Expanded resident and community engagement through educational activities, community events, safety initiatives, and partnerships connecting residents with information, services, and community resources.

Continue to maintain financially sound practices

- Monitored occupancy, vacancies, unit turnover, leasing, rent collection, annual reexaminations, and other Public Housing performance indicators to support effective program administration and reduce avoidable revenue loss.
- Implemented an improved annual recertification process, increasing the use of mail and electronic communication and streamlining the process for residents and staff.
- Strengthened management monitoring of outstanding annual reexaminations and other required actions to improve timeliness and staff accountability.
- Continued EIV and income-verification activities and strengthened standardized forms, verification procedures, and file documentation to support accurate eligibility and rent determinations.
- Strengthened procedures for reviewing vacant units and identifying units requiring work beyond a normal turnover, including improved coordination to determine when HUD-approved offline status should be requested.
- Updated Public Housing policies, procedures, forms, House Rules, resident notices, and administrative documents in response to changing HUD, federal, state, and local requirements, including preparation for HOTMA implementation.
- Strengthened internal controls, supervisory review, file documentation, electronic processes, and quality-control practices to improve program accuracy, record management, compliance, and protection of PHA resources.

Housing Choice Voucher Program

Maintain and improve our supply of diverse, affordable, and accessible housing

- Continued administration of the Housing Choice Voucher Program to provide rental assistance and housing choice to eligible low-income, very low-income, and extremely low-income households.
- Monitored voucher issuance, leasing, attrition, portability, and available funding to maximize housing assistance while maintaining program expenditures within available HUD funding.
- Continued administration of VASH, Mainstream, portability, reasonable accommodations, and other applicable voucher activities to support housing opportunities for eligible households.
- Pursued additional Special Purpose Voucher opportunities, including coordination regarding VASH referrals and FYI opportunities, to identify additional housing resources for eligible populations.
- Updated inspection-related procedures and participant and owner guidance in response to changing HUD inspection requirements and continued efforts to ensure assisted units provide safe, decent, and quality housing.

Provide a stimulating working environment for employees

- Provided ongoing staff guidance and professional development regarding changing HCVP requirements, including HOTMA, EIV/SAVE, NSPIRE, SEMAP, portability, reasonable accommodations, rent reasonableness, and other HUD program requirements.
- Strengthened supervisory and quality-control review of HCVP activities, including denial and termination actions, regulatory citations, participant correspondence, and complex program matters.
- Standardized and updated HCVP forms, notices, verification documents, and correspondence to improve consistency, accuracy, regulatory compliance, and staff efficiency.
- Continued preparation for significant regulatory changes, including HOTMA implementation, through review and revision of policies, forms, procedures, and staff practices.

Increase communication efforts with residents and the Pawtucket community at large

- Expanded participant communication through email, text messaging, written notices, website resources, and standardized correspondence to provide more timely and accessible program information.
- Updated participant forms, notices, and program guidance to provide clearer information regarding family obligations, annual and interim reexaminations, inspections, portability, reasonable accommodations, and other HCVP requirements.
- Expanded electronic communication with participants and landlords through the PHA's software portal and additional online portals, while increasing the use of electronic documents and processes to improve access to information and services, facilitate document exchange, increase administrative efficiency, and reduce paper documentation.
- Improved participant communication regarding program and funding changes, including portability restrictions implemented during the funding shortfall and subsequent changes as funding conditions improved.
- Continued efforts to improve Fair Housing compliance, reasonable accommodation processes, and accessibility of HCVP information and services.

Enhance and expand relationships with community, state, and HUD partners

- Maintained ongoing coordination with HUD regarding HCVP funding, SEMAP, VMS, portability, regulatory implementation, Special Purpose Vouchers, program compliance, and other administrative matters.
- Continued coordination with the Department of Veterans Affairs regarding VASH referrals and utilization to support housing opportunities for eligible veterans.
- Coordinated with other housing authorities and community partners regarding portability and specialized housing initiatives, including efforts involving foster youth and other eligible populations.
- Maintained communication and coordination with landlords, property managers, and other housing partners to support leasing, inspections, appropriate rents, and continued owner participation.

Continue to maintain financially sound practices

- Monitored HAP expenses, voucher utilization, leasing activity, budget authority, and projected program costs to support financial management and maximize the number of households served.
- Responded to the projected funding shortfall by implementing required cost-saving measures, including restrictions affecting voucher issuance and portability, and closely monitoring program expenditures.
- Adjusted program operations after HUD notified the PHA that it was no longer projected to be at risk of shortfall, while continuing to closely monitor HAP expenses and leasing activity.
- Maintained required HUD program and financial reporting, including VMS submissions and SEMAP certification activities, and continued monitoring of program performance and compliance.
- Continued review of payment standards, utility allowances, rent reasonableness, and leasing trends to support accurate subsidy determinations, appropriate rents, participant housing choice, and responsible use of HCVP funds.
- Strengthened internal procedures, supervisory review, standardized documentation, and quality-control practices to improve program accuracy, reduce administrative errors, and protect HCVP resources.

Finance Department

Maintain and improve our supply of diverse, affordable, and accessible housing

- Maintained efficient use of resources and compliance to ensure that housing remains affordable and well-maintained. This remains an ongoing priority through regular budget monitoring, financial reporting, internal controls, and review of expenditures to ensure funds are used appropriately and in accordance with approved budgets and funding requirements. The Department also works closely with other departments to identify financial concerns early, monitor available funding, and ensure resources are directed toward essential housing operations and maintenance needs. These practices continue to support the PHA's ability to maintain affordable housing while meeting its financial and regulatory responsibilities.

Provide a stimulating working environment for employees

- Fostered an engaging and accountable workplace by encouraging open communication and supporting cross-training opportunities for staff. The Staff Accountant and Purchasing Manager have taken steps to strengthen the Finance Department's internal processes by developing and documenting procedures for key functions within their respective areas of responsibility. The Finance Department will continue to identify additional functions that would benefit from written procedures and expand the department's procedure manual as needed.

Increase communication efforts with residents and the Pawtucket community at large

- Strengthened communication and collaboration with residents, staff, management, the Board of Commissioners, and the Pawtucket community by providing timely and appropriate financial information and support as needed throughout the fiscal year.

Enhance and expand relationships with community, state, and HUD partners

- Reinforced fiscal health, operational resilience, and mission-driven impact through open dialogue across departments and with external partners. The Finance Department has continued to strengthen relationships with HUD, state agencies, community partners, and other external stakeholders through ongoing communication and collaboration. These efforts have helped strengthen accountability, maintain compliance, and build productive working relationships with our external partners. Examples: Professional networking: Attend finance, housing, HUD, or municipal finance conferences, workshops, webinars, or networking events. Training and development: Participate in HUD or industry training that provides opportunities to connect with other housing and finance professionals and share best practices. Community partnerships: Maintain relationships with local organizations, businesses, financial institutions, or community groups that may provide resources or opportunities for the Housing Authority.

Continue to maintain financially sound practices

- Maintain and strengthen the Housing Authority's financial stability through strategic leadership and collaboration. The Finance Department will work with other departments to review expenditures, evaluate purchasing options, monitor available funding, and identify opportunities to reduce costs or use resources more efficiently while maintaining the quality of services provided to residents. Review financial activity and departmental spending on a regular basis throughout the fiscal year and communicate opportunities for cost savings or improved resource utilization as identified. Continue

professional development by completing at least two additional finance, accounting, HUD, or related training programs or certifications during the fiscal year to strengthen knowledge and support effective financial management.

- Enhanced internal controls and aligned procurement, maintenance, and inventory spending with available funding and compliance standards. The Finance Department has looked to streamline the inventory process and improve tracking of supplies and materials maintained in-house. These efforts are intended to improve accountability, reduce unnecessary purchases and provide a better understanding of inventory levels and available resources.
- Streamlined the purchase order process by introducing blanket POs, improving efficiency in procurement. The process has been successfully implemented and is working effectively, reducing unnecessary administrative steps, improving efficiency, and making the purchasing process easier to manage for both Finance and other departments.
- Built strong partnerships with the Operations Department, Management, and other teams to foster cross-departmental collaboration.
- Leveraged tools such as PHA-Web to strengthen financial reporting, streamline communication, and facilitate efficient data sharing among teams. The Department also evaluated additional options and resources, including working with a fee accountant, to help support the implementation and improve the use of these tools. These efforts are focused on creating more efficient and reliable financial reporting processes while providing staff with better access to timely financial information.

Operations Department

Maintain and improve our supply of diverse, affordable, and accessible housing

- Elevator modernization for Kennedy Manor and Fogarty Manor advanced through design and procurement.
- Capital planning identified building-envelope repairs, unit renovations, windows, flooring, mechanical systems, site work, and accessibility improvements across PHA developments.
- Smoke and carbon monoxide alarm upgrades, security-camera improvements, lead-hazard reduction work at Galego Court, and building and evacuation signage initiatives advanced.
- ADA and Section 504 bathroom upgrades, playground and water-park improvements, and common-area or site-functionality work advanced through capital and grant planning.

Provide a stimulating working environment for employees

- Preventive-maintenance programs and tracking systems were implemented sitewide, with additional pest-control monitoring.
- The department expanded PHA Web, work-order quality control, follow-up procedures, Key Performance Indicators (KPI) reporting, Microsoft Teams, mobile technology, and operational dashboards.

Increase communication efforts with residents and the Pawtucket community at large

- Building-identification, directional, unit, and emergency-evacuation signage initiatives advanced.
- The department expanded digital communication tools, electronic document management, and paperless workflows supporting resident and operational communications.

Enhance and expand relationships with community, state, and HUD partners

- The department continued to identify Rhode Islanders Saving Energy (RISE), Gradient, and similar grant opportunities supporting energy and cost-reduction work.
- Capital and grant planning supported coordination for elevator modernization, energy improvements, accessibility, safety, and asset preservation.

Continue to maintain financially sound practices

- RISE energy improvements were reported as completed at Kennedy Manor.
- The department expanded project tracking, preventive-maintenance monitoring, PHA Web reporting, Key Performance Indicators reporting, and planning for telecommunications and network modernization.

Safety and Security Department

Maintain and improve our supply of diverse, affordable, and accessible housing

- Upgraded CCTV camera systems and improved video quality, coverage, storage, and retention capabilities to Kennedy Manor, Fogarty Manor, Galgo Ct and Burns manor parking lot.
- Expanded and upgraded access-control systems (Keri System) in administrative buildings and residential facilities specifically at Burns Manor and St. Germain Manor.
- Implement digital reporting systems to improve documentation, reporting accuracy, data collection, and analysis.
- Coordinated with the Operations and IT Departments on technology-related security needs, system upgrades, maintenance, and technical issues.
- Utilized crime and incident data provided by the local police dept and internal data to make informed decisions regarding the allocation of security resources.
- Evaluated security equipment, technology, and contracted services to ensure resources were being used effectively and efficiently.
- Ensured outsourced security vendors complied with established security protocols, contractual requirements, reporting standards, and Housing Authority policies.
- Conducted regular compliance and performance reviews of security operations and contracted security services.

Provide a stimulating working environment for employees

- Provided and participated in annual training related to risk management, asset protection, emergency preparedness, customer service, and security operations.
- Maintained high standards of professionalism, ethics, accountability, and customer service.
- Encouraged cross-training to improve operational flexibility and ensure continuity of operations during staffing gaps or employee absences.
- Developed staff proficiency in purchasing and procurement procedures, Keri access-control systems and implementation, key-control procedures, and other operational responsibilities.
- Encouraged employees to identify opportunities for improving security operations, efficiency, and resident services.

Increase communication efforts with residents and the Pawtucket community at large

- Increased positive interaction between security staff and residents through community meetings, resident outreach, and community events.
- Conducted safety presentations addressing crime prevention, personal safety, emergency preparedness, and available Housing Authority resources.
- Built trust through consistent communication, professionalism, and visibility within Housing Authority communities.
- Supported youth and neighborhood engagement initiatives that promote safe, healthy, and connected communities.
- Obtained feedback from residents and employees through annual surveys and community safety meetings at all Housing Authority sites in coordination with the Resident Services Department.
- Evaluated survey results and resident feedback and made appropriate adjustments to security services, policies, and programs.

- Improved communication between Security, Resident Services, Operations, and other departments to ensure resident concerns are addressed effectively and efficiently.

Enhance and expand relationships with community, state, and HUD partners

- Maintained and strengthened relationships with local law enforcement, community organizations, state agencies, HUD partners, and other stakeholders.
- Worked collaboratively with law enforcement to identify crime trends, address recurring criminal activity, and develop effective prevention strategies.
- Coordinated with Resident Services, Operations, Information Technology, and other Housing Authority departments on issues affecting resident safety and security.
- Developed partnerships that provide additional resources, education, training, and support for residents and employees.
- Encouraged regular communication and information sharing with community and government partners.
- Participated in community safety initiatives and collaborative programs designed to improve the quality of life throughout Housing Authority communities.

Continue to maintain financially sound practices

- Continued to explore financial opportunities by locating and applying for federal grants that become available.

Resident Services Department

Maintain and improve our supply of diverse, affordable, and accessible housing

- The Resident Services Department supported housing stability by providing residents with individualized referrals, case management, and connections to community resources designed to address barriers that could place their housing at risk. Staff assisted residents with employment and self-sufficiency resources, financial assistance and budgeting resources, transportation needs, food and basic needs assistance, benefits and community resource referrals, and connections to supportive service providers. Staff also worked directly with residents and partner agencies to identify needs, coordinate services, and follow up on referrals to help residents maintain stable housing. These efforts helped residents address immediate needs, reduce barriers to housing stability, and access resources that support long-term self-sufficiency.

Provide a stimulating working environment for employees

- The Resident Services Department provides a stimulating and supportive working environment by offering team-building activities, ongoing professional development and training opportunities, and quarterly staff meetings. These efforts promote collaboration, strengthen communication, encourage professional growth, and provide staff with opportunities to share ideas and identify ways to improve departmental services and programs.

Increase communication efforts with residents and the Pawtucket community at large

- The Resident Services Department is exploring new and innovative methods to improve communication with residents and increase community engagement. Efforts include expanding outreach strategies, providing more opportunities for resident feedback and participation, and utilizing various communication platforms to ensure residents and the broader Pawtucket community are informed about available programs, services, resources, and events.

Enhance and expand relationships with community, state, and HUD partners

- The Resident Services Department continues to strengthen and expand relationships with community, state, and HUD partners by developing new partnerships, renewing and updating existing MOUs, and identifying opportunities for collaboration. These partnerships help expand resources, services, and opportunities available to PHA residents while supporting the Department's overall goals and programs.

Continue to maintain financially sound practices

- The Resident Services Department supports financially sound practices by actively pursuing and applying for a diverse range of grant opportunities to secure additional funding for resident programs and services. The Department also maintains strong grant tracking and monitoring practices to ensure funds are used appropriately, deadlines and reporting requirements are met, and programs remain in compliance with funding requirements.