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PHA ANNUAL 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

Streamlined Annual PHA Plan (High Performer PHAs)	U.S. Department of Housing and Urban Development Office of Public and Indian Housing	OMB No. 2577-0226 Expires 9/30/2027
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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-HP is to be completed annually by **High Performing PHAs**. PHAs that meet the definition of a Standard PHA, Troubled PHA, HCV-Only PHA, Small PHA, or Qualified PHA **do not** need to submit this form. PHAs with zero public housing units must continue to comply with the PHA Plan requirements until they closeout their Section 9 programs (ACC termination).

Definitions.

- (1) **High-Performer PHA** - A PHA that owns or manages more than 550 combined public housing units and housing choice vouchers (HCVs) and was designated as a high performer on both the most recent Public Housing Assessment System (PHAS) and Section Eight Management Assessment Program (SEMAP) assessments if administering both programs, SEMAP for PHAs that only administer tenant-based assistance and/or project-based assistance, or PHAS if only administering public housing.
- (2) **Small PHA** - A PHA that is not designated as PHAS or SEMAP troubled, and that owns or manages less than 250 public housing units and any number of vouchers where the total combined units exceed 550.
- (3) **Housing Choice Voucher (HCV) Only PHA** - A PHA that administers more than 550 HCVs, was not designated as troubled in its most recent SEMAP assessment and does not own or manage public housing.
- (4) **Standard PHA** - A PHA that owns or manages 250 or more public housing units and any number of vouchers where the total combined units exceed 550, and that was designated as a standard performer in the most recent PHAS or SEMAP assessments.
- (5) **Troubled PHA** - A PHA that achieves an overall PHAS or SEMAP score of less than 60 percent.
- (6) **Qualified PHA** - A PHA with 550 or fewer public housing dwelling units and/or HCVs combined and is not PHAS or SEMAP troubled.

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> PHA Inventory (Based on Annual Contributions Contract (ACC) units at time of FY beginning, above) Number of Public Housing (PH) Units <u>788</u> Number of Housing Choice Vouchers (HCVs) <u>800</u> Total Combined <u>1588</u> PHA Plan Submission Type: ☒ Annual Submission ☐ Revised Annual 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. Additionally, the PHA must provide information on how the public may reasonably obtain additional information of the PHA policies contained in the standard Annual Plan but excluded from their streamlined submissions. 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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		PH	HCV												
B.	Plan Elements														

B.1	Revision of Existing PHA Plan Elements. (a) Have the following PHA Plan elements been revised by the PHA since its last Annual PHA Plan submission? Y N ☐ ☒ Statement of Housing Needs and Strategy for Addressing Housing Needs. ☒ ☐ Deconcentration and Other Policies that Govern Eligibility, Selection, and Admissions. ☐ ☒ Financial Resources. ☒ ☐ Rent Determination. ☐ ☒ Homeownership Programs. ☐ ☒ Safety and Crime Prevention. ☒ ☐ Pet Policy. ☐ ☒ Substantial Deviation. ☐ ☒ Significant Amendment/Modification (b) If the PHA answered yes for any element, describe the revisions for each element below: Deconcentration and Other Policies that Govern Eligibility, Selection, and Admissions. Updates to eligibility, waiting list, selection, and admissions policies, including HOTMA-related requirements. Rent Determination. Updates to income, asset, deduction, and rent calculation policies to reflect HOTMA requirements. Pet Policy. Updates to pet ownership requirements and removal of the pet deposit requirement. (c) The PHA must submit its Deconcentration Policy for Field Office Review. Deconcentration and Other Policies that Govern Eligibility, Selection, and Admissions. Deconcentration Policy- Attachment B
B.2	New Activities. (a) Does the PHA intend to undertake any new activities related to the following in the PHA's applicable Fiscal Year? Y N ☐ ☒ Choice Neighborhoods Grants. ☐ ☒ Modernization or Development. ☐ ☒ Demolition and/or Disposition. ☐ ☒ Conversion of Public Housing to Tenant Based Assistance. ☐ ☒ Conversion of Public Housing to Project-Based Rental Assistance or Project-Based Vouchers under RAD. ☐ ☒ Homeownership Program under Section 32, 9 or 8(Y) ☐ ☒ Project Based Vouchers. ☒ ☐ Units with Approved Vacancies for Modernization. ☒ ☐ Other Capital Grant Programs (i.e., Capital Fund Community Facilities Grants or Emergency Safety and Security Grants). (b) If any of these activities are planned for the applicable Fiscal Year, describe the activities. For new demolition activities, describe any public housing development or portion thereof, owned by the PHA for which the PHA has applied or will apply for demolition and/or disposition approval under section 18 of the 1937 Act under the separate demolition/disposition approval process. If using Project-Based Vouchers (PBVs), provide the projected number of project-based units and general locations, and describe how project basing would be consistent with the PHA Plan. Units with Approved Vacancies for Modernization. The PHA has approved vacant units undergoing modernization in accordance with 24 CFR 990.145(a)(1). The vacancies allow the PHA to complete necessary unit renovations and capital improvements safely and efficiently. Units will be returned to occupancy upon completion of the applicable modernization activities. Other Capital Grant Programs (i.e., Capital Fund Community Facilities Grants or Emergency Safety and

	Security Grants). The PHA has applied for the HUD Capital Fund Lead-Based Paint and Housing-Related Hazards grant. If awarded, the PHA plans to undertake lead-hazard abatement at Galego Court and eligible housing-related hazard improvements, including fire-safety upgrades and the replacement of aging aluminum-frame windows coated with encapsulated lead paint. The PHA is also pursuing Emergency Safety and Security funding to modernize aging security camera systems at Burns Manor and St. Germain Manor. All activities are contingent upon grant awards and HUD approval of the final scope of work.
B.3	Progress Report. Provide a description of the PHA's progress in meeting its Mission and Goals described in the PHA 5-Year Plan. Attachment A - B.3 Progress Report
B.4	Capital Improvements. Include a reference here to the most recent HUD-approved 5-Year Action Plan in EPIC and the date that it was approved. 5-Year Action Plan for 2026-2030 Rev. 2 Approved 06/08/2026
B.5	Most Recent Fiscal Year Audit. (a) Were there any findings in the most recent FY Audit? Y ☐ N ☒ (b) If yes, please describe:
C.	Other Document and/or Certification Requirements.
C.1	Resident Advisory Board (RAB) Comments. (a) Did the RAB(s) have comments to the PHA Plan? Y ☐ N ☐ (b) If yes, comments must be submitted by the PHA as an attachment to the PHA Plan. PHAs must also include a narrative describing their analysis of the RAB recommendations and the decisions made on these recommendations.
C.2	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.3	Civil Rights Certification/Certification Listing Policies and Programs that the PHA has Revised since Submission of its Last Annual Plan. Form 50077-ST-HCV-HP, <i>PHA Certifications of Compliance with PHA Plan, Civil Rights, and Related Laws and Regulations Including PHA Plan Elements that Have Changed</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 ☐

(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 and Annual PHA Plan. 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, and informs 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- income, very low- income, and extremely low-income families.

Public reporting burden for this information collection is estimated to average 5.26 hours per response, including the time for reviewing instructions, searching existing data sources, gathering, and maintaining the data needed and completing and reviewing the collection of information. Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions to reduce this burden, to the Reports Management Officer, REE, Department of Housing and Urban Development, 451 7th Street, SW, Room 4176, Washington, DC 20410-5000. When providing comments, please refer to OMB Approval No. 2577-0226. 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-HP (Form ID - 10637)*
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Attachment A

B.3 Progress Report. Provide a description of the PHA's progress in meeting its Mission and Goals described in the PHA 5-Year Plan.

Executive Summary

During the reporting period, the Pawtucket Housing Authority (PHA) made substantial progress in strengthening its workforce, modernizing agency policies and operations, expanding resident engagement, increasing community visibility, improving access to technology and support services, and maintaining sound financial management. These accomplishments reflect a coordinated, agency-wide approach focused on effective administration, employee development, responsive resident services, transparent communication, and long-term organizational stability.

PHA strengthened its internal culture and organizational capacity by establishing quarterly staff meetings and reintroducing the Employee of the Quarter recognition initiative. Agency-wide professional development programs were implemented in critical areas including HOTMA, NSPIRE, ethics, de-escalation techniques, and mental health awareness. Key positions were created and restructured to reinforce agency operations, clarify responsibilities, improve coordination, and support continuity of services. PHA also adopted a modern Employee Handbook, creating a clearer and more consistent framework for workplace expectations, accountability, and fair employment practices.

Employee wellness and access to supportive resources were expanded through increased promotion of the C3 Well-Being Employee Assistance Program (EAP), which provides employees and their families with confidential support services, mental health resources, financial counseling, and work-life balance assistance. PHA also created an annual Employee Resource Fair connecting employees with benefit providers, wellness resources, retirement planning services, healthcare information, community programs, and professional development opportunities. Together, these initiatives demonstrate the Authority's commitment to employee well-being, professional growth, recognition, and engagement.

Resident communication and access to services remained a priority. PHA conducted regular resident meetings to provide updates, hear concerns, encourage participation, and strengthen communication between residents and agency leadership. The Fogarty Manor Computer Lab was opened, and digital literacy opportunities were expanded in partnership with BVCAP, helping residents gain access to technology, online resources, and skills that support education, employment, and greater independence. PHA also increased its visibility throughout the community through public events, media coverage, and collaborative neighborhood initiatives.

The Authority re-established its 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. This renewed digital presence, together with in-person outreach and community partnerships, improved access to information and strengthened PHA's connection with the people and neighborhoods it serves.

PHA continued to demonstrate responsible stewardship and regulatory compliance by successfully managing annual operating budgets, Capital Fund programs, management reviews, and HUD reporting requirements. Strong financial performance was maintained across agency programs through careful budget oversight, reserve monitoring, disciplined expenditure controls, and annual audits. Collectively, these

accomplishments positioned PHA to deliver services more effectively, respond to resident and employee needs, sustain public accountability, and build a stronger operational foundation for future priorities.

Public Housing Program

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

- Continued management and oversight of the PHA's 784 Public Housing units across five developments, with a focus on maintaining safe, decent, affordable, and accessible housing.
- Received HUD approval on April 14, 2026, to continue the Designated Housing Plan for Burns Manor and Fogarty Manor, preserving these developments as elderly-designated housing.
- Conducted a review of vacant units and strengthened procedures for identifying units requiring work beyond a standard turnover.
- Implemented internal controls to ensure potential offline units are identified and submitted to HUD within required timeframes.
- Identified Public Housing units requiring asbestos abatement rather than routine turnover work and initiated the procurement process to obtain a qualified contractor so the units can be returned to occupancy.
- Obtained a lead variance from the State of Rhode Island for Galego Court, allowing the PHA to obtain presumptive compliance certificates after completing the required percentage of lead inspections, helping to streamline the lead certification process and reduce vacancy time.
- Strengthened the reasonable accommodation and accessible-unit process, including updated forms, verification procedures, accommodation review, and tracking of residents occupying accessible units.
- Continued monitoring of households that are overhoused or underhoused and strengthened use of the Unit Transfer List to ensure transfers are completed in accordance with PHA policy and occupancy requirements.
- Continued efforts to improve unit turnover and vacancy management by reviewing extended vacancies, identifying barriers to occupancy, and coordinating with Property Management, Maintenance, contractors, and HUD when additional action is required.

Provide a stimulating working environment for employees

- Implemented a revised Annual Recertification process that allows much of the documentation process to be completed by mail or electronically, reducing administrative burden while maintaining a final management/resident review.
- Continued preparing Public Housing staff for HOTMA implementation, including reviewing policies, procedures, forms, and operational practices that will require modification before implementation.
- Strengthened coordination among Property Management, Applications, Maintenance, Housing Management, and other departments through increased communication regarding vacancies, transfers, reasonable accommodations, leasing, compliance issues, and resident needs.
- Continued staff education and operational preparation related to NSPIRE, occupancy requirements, reasonable accommodations, EIV/SAVE, HOTMA, lead compliance, and other HUD requirements affecting Public Housing administration.

Increase communication efforts with residents and the Pawtucket community at large

- Expanded resident communications through the PHA's email and text notification system, providing another method for distributing important notices, reminders, emergency information, and community updates.
- Distributed updated resident contact information forms to improve the accuracy of telephone, email, emergency contact, and household information maintained by the PHA.

- Continued development and distribution of quarterly resident newsletters and informational materials addressing PHA programs, resident responsibilities, community events, safety, maintenance, and other important updates.
- Enhanced resident education through updated notices and guidance concerning extreme heat, air-conditioner use, smoke and carbon monoxide alarms, community safety, parking, pest control, inspections, and other housing-related matters.
- Conducted resident outreach and educational activities, including pest-control training, community events, and resident safety initiatives, to encourage resident participation and improve housing conditions.
- Continued efforts to improve language accessibility, including providing Spanish and Portuguese assistance information and developing a more comprehensive Language Access Plan for PHA programs and services.

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

- Maintained ongoing coordination with the HUD Field Office regarding Public Housing compliance matters, including offline units, PIC reporting, unit classifications, designated housing, and other program requirements.
- Continued collaboration with the Rhode Island Department of Health regarding lead compliance at Galego Court, resulting in approval of a lead variance that allows the PHA to use a percentage of required lead inspections to obtain presumptive compliance certificates.
- Coordinated with the City of Pawtucket, Pawtucket Fire Department, and other community partners on resident safety, emergency preparedness, evacuation planning, and community activities.
- Continued coordination with contractors, inspectors, consultants, and other professional partners to address lead hazards, asbestos abatement, pest control, inspections, capital improvements, and other property needs.
- Strengthened internal and external partnerships to address resident needs involving reasonable accommodations, accessibility, safety, supportive services, and housing stability.

Continue to maintain financially sound practices

- Strengthened vacancy and offline-unit oversight to reduce unnecessary vacancy loss and ensure units requiring extensive repairs, abatement, modernization, or other non-routine work are appropriately tracked and addressed.
- Increased management review of unit turnover timelines, including identifying units exceeding normal turnover periods and requiring departments to identify the reason for the delay and the actions needed to return the unit to occupancy.
- Continued coordination between Housing Management, Property Management, Maintenance, and Finance to identify operational issues that could affect rental income, occupancy, vacancy loss, and Public Housing funding.
- Continued oversight of procurement and contracting activities associated with asbestos abatement, lead-related work, pest control, and other property needs, with an emphasis on cost-effective use of PHA resources.
- Continued review of Public Housing policies and operating procedures to strengthen HUD compliance, internal controls, documentation, and consistency across developments.

Housing Choice Voucher Program

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

- Successfully managed HCVP funding and utilization during HUD shortfall monitoring, implementing required cost-saving measures and carefully controlling voucher issuance. On May 26, 2026, HUD notified the PHA that it was no longer projected to be at risk of shortfall, allowing the PHA to resume normal program management while continuing to monitor available funding.
- Continued administration and separate tracking of Mainstream vouchers following HUD's 2026 funding changes, ensuring these special-purpose vouchers remained properly identified while renewal funding transitioned into regular HCV renewal funding.
- Continued efforts to maximize VASH voucher utilization through coordination with the Department of Veterans Affairs, including requesting replacement referrals when previously referred applicants obtained other housing.
- Strengthened reasonable accommodation procedures by implementing standardized disability and reasonable accommodation verification forms and establishing more consistent documentation and review procedures for disability-related housing requests.
- Expanded affordable housing access through portability and leasing activities, including restoring normal portability practices following the end of HUD shortfall restrictions.

Provide a stimulating working environment for employees

- Prepared HCVP operations for HOTMA implementation by reviewing HUD requirements, updating forms and procedures, and identifying policy and operational changes needed in advance of the January 1, 2027 enforcement date.
- Standardized HCVP forms, notices, and correspondence, including reasonable accommodation documentation, zero-income forms, denial/termination correspondence, and other participant communications to improve consistency and reduce processing errors.
- Implemented an additional compliance review of proposed HCVP denials and terminations, requiring supervisory review before issuance to improve consistency, regulatory citations, documentation, and participant due-process protections.
- Expanded staff guidance and training in areas including HOTMA, occupancy requirements, EIV/SAVE, reasonable accommodations, inspections, rent reasonableness, and other HCVP compliance responsibilities.

Increase communication efforts with residents and the Pawtucket community at large

- Updated HCVP application information and website guidance to provide applicants with clearer instructions for applying through the Rhode Island Centralized Wait List and obtaining assistance from PHA staff when needed.
- Expanded participant outreach and communications regarding portability, inspections, recertification requirements, reasonable accommodations, program obligations, and other changes affecting voucher assistance to promote greater understanding of program requirements and responsibilities.
- Expanded electronic communication with participants and landlords through the PHA's software portal and implemented additional online portals to improve access to information, facilitate electronic submission and exchange of documentation, improve responsiveness, and increase administrative efficiency.

- Developed and updated HCVP inspection guidance and FAQs to assist owners and participants with the transition to NSPIRE requirements and clarify responsibilities for maintaining assisted units.
- Improved the clarity and consistency of participant notices to better communicate eligibility determinations, reasonable accommodation decisions, program compliance requirements, and participant rights and responsibilities.

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

- Maintained ongoing communication with HUD regarding program funding, shortfall monitoring, Mainstream vouchers, VMS reporting, portability, and other HCVP requirements.
- Continued coordination with the Department of Veterans Affairs regarding VASH referrals and utilization.
- Coordinated with other public housing agencies and community partners regarding portability and special-purpose voucher opportunities.
- Continued collaboration with landlords, property owners, inspection contractors, and rent reasonableness providers to support successful leasing and program compliance.

Continue to maintain financially sound practices

- Closely monitored Housing Assistance Payment expenditures, leasing, utilization, and available budget authority throughout the year.
- Responded to HUD shortfall monitoring requirements and implemented appropriate cost-saving measures until HUD determined that the PHA was no longer projected to be at risk of shortfall.
- Continued monitoring of voucher issuance and leasing decisions to maintain program utilization within available funding.
- Maintained oversight of rent reasonableness, payment standards, utility allowances, VMS reporting, and other financial controls affecting HCVP expenditures.

Finance Department

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

- Improved coordination between Finance and other departments by holding at least quarterly budget and expenditure planning meetings with key departments to identify upcoming housing-related needs, prioritize expenditures, review available funding, and ensure funding decisions align with the Authority's overall housing goals. Document identified priorities and follow-up actions to support accountability and follow-through.
- Monitored housing-related expenditures monthly to ensure funds are being used effectively, remain within approved budgets, and support the Authority's priorities for safe, affordable, and accessible housing.

Provide a stimulating working environment for employees

- The Director of Finance completed HUD-related training focused on Capital Funds, expanding her knowledge and understanding of HUD requirements, funding processes, and compliance related to Capital Fund activities.
- The Finance Department successfully completed its cross-training goal during the fiscal year. Each employee completed training on key responsibilities of the other's position and demonstrated the ability to perform at least three critical functions of the other role. This strengthened departmental flexibility, supported operational continuity, and ensured adequate backup coverage. Both employees also participated in job-related training and professional development opportunities to further enhance their knowledge, skills, and effectiveness in their respective positions.
- The Director of Finance worked with the Purchasing Manager and Operations staff to begin improving the Housing Authority's inventory and warehouse management process. Progress was made toward establishing a more efficient inventory tracking system, improving accountability for materials and supplies, and strengthening recordkeeping procedures. This initiative remained ongoing, with continued work toward further enhancing inventory controls and warehouse management.

Increase communication efforts with residents and the Pawtucket community at large

- The Director of Finance was available during Board meetings to answer residents' questions, provide clarification on financial matters, and address concerns as they arose. This supported open communication, transparency, and positive engagement with residents and the community.

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

- The Director of Finance built stronger working relationships with City of Pawtucket employees through ongoing communication, collaboration, and coordination on financial and operational matters. These efforts strengthened communication and partnerships and supported the needs of the PHA and the residents it serves.

Continue to maintain financially sound practices

- The Director of Finance worked closely with the Purchasing Manager to improve and streamline the purchase order process by using PHA-Web for all purchase requisitions and purchase orders. This eliminated paper-based processing and transitioned purchasing to a fully electronic system, improving efficiency, organization, and tracking.

- The Director of Finance successfully completed the annual financial audit with zero findings, demonstrating strong internal controls, accurate financial reporting, and compliance with applicable HUD and Housing Authority requirements.
- The Director of Finance maintained and strengthened the Housing Authority's financial stability by overseeing accurate financial reporting, monitoring budgets and expenditures, maintaining strong internal controls, ensuring compliance with HUD and applicable requirements, and supporting sound financial decision-making throughout the fiscal year.

Operations Department

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

- Advanced elevator modernization for Kennedy Manor and Fogarty Manor through design and procurement.
- Continued capital planning for building-envelope repairs, unit renovations, accessibility upgrades, mechanical systems, flooring, windows, and site improvements.
- Advanced lead-hazard reduction and bathroom-renovation work at Galego Court.
- Continued preventive-maintenance and asset-preservation efforts across developments.

Provide a stimulating working environment for employees

- Expanded staff access to Microsoft Teams, mobile technology, and digital operational tools.
- Provided or planned training related to National Standards for the Physical Inspection of Real Estate (NSPIRE), workplace safety, preventive maintenance, integrated pest management, regulatory compliance, and technology systems.
- Improved work-order quality-control review, documentation expectations, and follow-up procedures.
- Conducted biweekly meetings focused on vacancies, pest control, capital projects, and lead maintenance.

Increase communication with residents and the Pawtucket community

- Advanced building-identification, directional, unit, and emergency-evacuation signage initiatives.
- Expanded use of digital communication tools and paperless workflows.
- Continued resident communications regarding projects, safety improvements, service changes, and community activities through available channels.
- Improved our digital footprint using social media platforms.

Enhance relationships with community, state, and HUD partners

- Continued coordination with the U.S. Department of Housing and Urban Development (HUD), state and local partners, elected officials, contractors, utility and grant partners, and community organizations.
- Pursued external funding and technical partnerships for elevator modernization, energy improvements, accessibility, safety, and asset preservation.
- Strengthened project coordination through documented schedules, procurement planning, and partner follow-up.

Continue financially sound practices

- Pursued grant opportunities intended to reduce reliance on Capital Fund and Operating Fund resources.
- Used capital planning, project tracking, procurement controls, and milestone monitoring to support responsible use of funds.
- Expanded Key Performance Indicators and dashboard reporting to improve operational oversight and resource allocation.
- Continued planning for energy-efficiency and utility-cost reduction initiatives.

Safety and Security Department

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

- Enhanced Safety and Security Presence-The PHA continued to strengthen its security presence throughout its properties by maintaining visible patrols and monitoring areas identified as having increased activity or safety concerns. Security personnel remained focused on identifying potential problems before they escalated and providing a visible deterrent to criminal activity and other violations.

Provide a stimulating working environment for employees

- The PHA continued to address criminal activity, disturbances, property damage, unauthorized activity, and other safety concerns in a timely and professional manner. Security staff responded to reported incidents, documented significant events, communicated concerns to appropriate personnel, and worked with law enforcement when circumstances required police involvement.

Increase communication efforts with residents and the Pawtucket community at large

- A significant component of the PHA's safety strategy during 2025 was continued communication and coordination among Security, Resident Services, Property Management, Operations, Maintenance, and other departments. Sharing information about resident concerns, security incidents, property conditions, and emerging issues allowed the PHA to respond more effectively, develop coordinated solutions, and involve law enforcement when circumstances required police intervention.

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

- Protecting the safety and quality of life of residents remained a central focus throughout the last year. Security personnel worked to address resident concerns while maintaining professionalism, fairness, and respect. Efforts were directed toward creating an environment where residents could feel safe in their homes and throughout common areas and PHA properties.
- The PHA continued to strengthen enforcement of established housing policies and regulations that contribute to safe and orderly communities. Security personnel worked with property management and other departments to address violations and recurring concerns while emphasizing consistent enforcement, clear communication, and appropriate follow-up.
- The PHA continued to support effective responses to emergencies and urgent resident service calls. Security personnel remained prepared to respond to incidents involving threats to resident safety, disturbances, medical emergencies, fire-related situations, and other circumstances requiring immediate attention and coordination with emergency services.

Resident Services Department

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

- The Resident Services Partnership with Gateway has expanded. The PHA has a full-time mental health professional on site at Kennedy Manor daily. The licensed clinician offers counseling services, as well as educational events. They also provide services at the other elderly/disabled buildings.

Provide a stimulating working environment for employees

- The Resident Services Department began requiring employees to complete quarterly training through the PHA's C3 Well-Being platform. The platform offers an array of training opportunities, ranging from financial literacy to stress management.
- The Resident Services Department encourages each employee to establish individualized annual professional goals that support their professional growth, enhance their skills and knowledge, and contribute to the overall success of the department. Progress toward these goals will be monitored throughout the year.

Increase communication efforts with residents and the Pawtucket community at large

- The Resident Services Committee was not successful in achieving sustained resident participation. As a result, the Resident Services Department is developing new strategies to increase resident engagement, gather feedback, and provide meaningful opportunities for residents to have a voice in Resident Services programming and initiatives. Potential strategies include holding quarterly resident meetings and implementing resident input/drop boxes at PHA developments.

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

- The Resident Services Department created a partnership with BVCAP to offer digital literacy to residents.
- The Resident Services Department is reviewing and updating current and expired Memoranda of Understanding (MOUs) to strengthen existing partnerships, clarify roles and responsibilities, and identify opportunities for expanded collaboration and services for residents.

Continue to maintain financially sound practices

- The Resident Services Department sustained funding for the ROSS, FSS, CoC, and ESG programs through grants. The department also received state funding for Burns Manor and Kennedy Manor, as well as city funding for eviction prevention services at all developments. In addition, the department applied for a grant from the Office for Victims of Crime.

THE PAWTUCKET HOUSING AUTHORITY

DECONCENTRATION POLICY

Located in the Pawtucket Housing Authority Admissions and Continued Occupancy Policy (ACOP):

Chapter 4-Applications, Waiting List and Tenant Selection, Part III: Tenant Selection; 4-III.B. Selection Method and Chapter 12-Transfer Policy, Part IV: Transfer Processing; 12-IV.E. Deconcentration

Deconcentration of Poverty and Income-Mixing [24 CFR 903.1 and 903.2]

The PHA's admission policy must be designed to provide for deconcentration of poverty and income-mixing by bringing higher income tenants into lower income projects and lower income tenants into higher income projects. A statement of the PHA's deconcentration policies must be included in its annual plan [24 CFR 903.7(b)].

The PHA's deconcentration policy must comply with its obligation to meet the income targeting requirement [24 CFR 903.2(c)(5)].

Developments subject to the deconcentration requirement are referred to as 'covered developments' and include general occupancy (family) public housing developments. The following developments are not subject to deconcentration and income mixing requirements: developments operated by a PHA with fewer than 100 public housing units; mixed population or developments designated specifically for elderly or disabled families; developments operated by a PHA with only one general occupancy development; developments approved for demolition or for conversion to tenant-based public housing; and developments approved for a mixed-finance plan using HOPE VI or public housing funds [24 CFR 903.2(b)].

Steps for Implementation [24 CFR 903.2(c)(1)]

To implement the statutory requirement to deconcentrate poverty and provide for income mixing in covered developments, the PHA must comply with the following steps:

Step 1. The PHA must determine the average income of all families residing in all the PHA's covered developments. The PHA may use the median income, instead of average income, provided that the PHA includes a written explanation in its annual plan justifying the use of median income.

PHA Policy

The PHA will determine the average income of all families in all covered developments on an annual basis.

Step 2. The PHA must determine the average income (or median income, if median income was used in Step 1) of all families residing in each covered development. In determining average

income for each development, the PHA has the option of adjusting its income analysis for unit size in accordance with procedures prescribed by HUD.

PHA Policy

The PHA will determine the average income of all families residing in each covered development (not adjusting for unit size) on an annual basis.

Step 3. The PHA must then determine whether each of its covered developments falls above, within, or below the established income range (EIR), which is from 85% to 115% of the average family income determined in Step 1. However, the upper limit must never be less than the income at which a family would be defined as an extremely low-income family (federal poverty level or 30 percent of median income, whichever number is higher).

Step 4. The PHA with covered developments having average incomes outside the EIR must then determine whether or not these developments are consistent with its local goals and annual plan.

Step 5. Where the income profile for a covered development is not explained or justified in the annual plan submission, the PHA must include in its admission policy its specific policy to provide for deconcentration of poverty and income mixing.

Depending on local circumstances the PHA's deconcentration policy may include, but is not limited to the following:

- Providing incentives to encourage families to accept units in developments where their income level is needed, including rent incentives, affirmative marketing plans, or added amenities
- Targeting investment and capital improvements toward developments with an average income below the EIR to encourage families with incomes above the EIR to accept units in those developments
- Establishing a preference for admission of working families in developments below the EIR
- Skipping a family on the waiting list to reach another family in an effort to further the goals of deconcentration
- Providing other strategies permitted by statute and determined by the PHA in consultation with the residents and the community through the annual plan process to be responsive to local needs and PHA strategic objectives

A family has the sole discretion whether to accept an offer of a unit made under the PHA's deconcentration policy. The PHA must not take any adverse action toward any eligible family for choosing not to accept an offer of a unit under the PHA's deconcentration policy [24 CFR 903.2(c)(4)].

If, at annual review, the average incomes at all general occupancy developments are within the EIR, the PHA will be considered to be in compliance with the deconcentration requirement and no further action is required.

PHA Policy

For developments outside the EIR the PHA will take the following actions to provide for deconcentration of poverty and income mixing:

To skip a household on the waiting list specifically to reach another household with a lower or higher income is not to be considered an adverse action to the household. Such a skip will be uniformly applied until the target threshold is met.

Order of Selection [24 CFR 960.206(e)]

The PHA system of preferences may select families either according to the date and time of application or by a random selection process.

PHA Policy

Families will be selected from the waiting list based on preference points. Among applicants with the same preference points, families will be selected on a first-come, first-served basis according to the date and time their complete application is received by the PHA.

When selecting applicants from the waiting list, the PHA will match the characteristics of the available unit (unit size, accessibility features, unit type) to the applicants on the waiting lists. The PHA will offer the unit to the highest-ranking applicant who qualifies for that unit size or type, or that requires the accessibility features.

By matching unit and family characteristics, it is possible that families who are lower on the waiting list may receive an offer of housing ahead of families with an earlier date and time of application or higher preference status.

Factors such as deconcentration or income mixing and income targeting will also be considered in accordance with HUD requirements and PHA policy.

12-IV.E. DECONCENTRATION

PHA Policy

If subject to deconcentration requirements, the PHA will consider its deconcentration goals when transfer units are offered. When feasible, families above the Established Income Range will be offered a unit in a development that is below the Established Income Range, and vice versa, to achieve the PHA's deconcentration goals. A deconcentration offer will be considered a "bonus" offer; that is, if a resident refuses a deconcentration offer, the resident will receive one additional transfer offer.