

SECURITY PLAN

PROVIDENCE HOUSING AUTHORITY



MAY 2025



Providence Housing Authority Security Plan 2024

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Introduction

The Providence Housing Authority's (PHA) mission is that the PHA provides and develops quality and safe affordable housing opportunities and services to address the needs of RI residents. The Providence Police Department's Public Housing Unit (PHU) and the PHA's own security staff comprise the PHA's Security Program. **In Fiscal Year 2023, PHA invested \$944,989 in security personnel.** The police and security staff work collectively along with the entire PHA staff to fulfill the agency's mission.

The program primarily provides policing and security services to six family developments, seven elderly/disabled high-and moderate-rise developments and 244-units of scattered site housing located throughout the city.

The PHA Developments are located in the following sections of the City of Providence:

- | | |
|--------------------------|---|
| • Smith Hill | Carroll Tower |
| • Lower South Providence | Roger Williams |
| • West End | Codding Court |
| • Hartford | Hartford Park |
| • Olneyville | Manton Heights |
| • Wanskuck | Chad Brown, Admiral Terrace, Sunset Village |
| • Federal Hill | Dominica Manor, Parenti Villa |
| • Downtown Providence | Dexter Manor I & II |

The Providence Housing Authority is the largest landlord in Rhode Island: it owns and operates more than 2,600 apartments. In addition, the PHA serves more than 2,700 families through the Section 8 Rental Assistance Program. In sum, the PHA touches nearly 12,000 low-income Providence residents. The population served by the PHA's public housing program is diverse, with 1% identifying as Asian, 24% as Black/African American, 1% as Native American, 2% Other and 68% White. Seventy-two percent of PHA residents identify as Hispanic/Latino. As a primary language, 65% percent of resident speak Spanish and 2% speak a language other than English.

The PHA is dedicated to maintaining a high level of security for the residents of all of the developments. Achieving this involves not only the utilization of the sworn PPD police officers and the PHA security personnel but also utilizing the entire staff of the PHA and its residents.

Section 1: Security Table of Organization and Equipment

The Office of Security Operations of the PHA is comprised of the following entities:

- Providence Police Public Housing Unit
- PHA Security Dispatch Monitors
- PHA Security Officers
- PHA Security Department Director/Associate Director
- PHA Fraud Investigator

All of the above components provide an integrated effort to achieve and maintain a high level of security in the developments.

The Public Housing Unit Officers

The PHU Officers are Providence Police Officers who are assigned by the Providence Police Department to patrol the PHA developments and other subsidized housing located

throughout the city. This unit is recognized as being expert in addressing the problem of crime in public housing. In the Police Department Table of Organization, the officers assigned to this police unit are divided into teams consisting of two officers per team. These teams are under the direct supervision of the PHU sergeant.

The 4 patrol officers currently assigned to the PHU allow for three to four officers to be available for duty daily. Two officers are on day-off status due to the four days on and two days off rotating duty schedule. This unit operates at peak efficiency when there are no fewer than six patrol officers assigned to the unit. When vacancies occur in the PHU they are filled by the police department in a timely manner.

PHU Weekly Duty Schedule (Sample)

Providence Police Department Public Housing Unit Weekly Duty Hours Assignment

For the week of Sunday 3/23/2025 to Saturday 3/29/2025

Officers	Sun. 3/23	Mon. 3/24	Tues. 3/25	Wed. 3/26	Thurs. 3/27	Fri. 3/28	Sat. 3/29
Sgt.							
PPD Assigned Hours	Day Off	Day Off	1700-0100	1700-0100	1700-0100	1700-0100	1700-0100
PHA Assigned Hours							
Hartford & Manton							
CAR. 79							
PPD Assigned Hours	Day off	Day off	1700-0100	1700-0100	1700-0100	1700-0100	Day off
PHA Assigned Hours			1300-1500	1300-1500	1300-1500	1300-1500	
Codding Ct, Roger Williams & Chad Brown							
CAR 49							
PPD Assigned Hours	1700-0100	1700-0100	1700-0100	1700-0100	Day off	Day off	1700-0100
PHA Assigned Hours	1300-1500	1300-1500	1300-1500	1300-1500			1300-1500

The PHU officers maintain a good working relationship with all of the departments in both the Police Department and the PHA. They also maintain a good working, cooperative and coordinating relationship with outside law enforcement agencies such as the Rhode Island State Police, FBI, DEA, DOC and the HUD Office of the Inspector General (OIG). These relationships foster collaborative approaches to addressing the problems of crime in the developments and addressing the quality-of-life issues.

The City of Providence and the PHA share in the budgeting of the PHU, and the officers assigned to the unit. The City is responsible for the payment of the officer's police salaries, benefits, pension plan contribution and the time spent testifying in court. The PHA

compensates the officers for hours worked beyond the regular full-time hours that are paid by the city.

The number of overtime hours per week that a PHU officer can work for the PHA is dependent on the PHA's annual budget. Historically each officer has usually worked 16 hours per week, but budget reductions can have a negative impact on the weekly hours an officer is assigned.

PHA Security Dispatch Monitors

PHA has security systems that include cameras and alarms at all ground floor access points of the High-Rises, including the main lobby and service doors. In addition, cameras were installed in elevators, community rooms, laundry areas and at strategic locations on the exterior of the buildings with the specific intent to monitor the parking lots. Card access readers have been installed, along with cameras that monitor activity with individual access cards being issued to the residents and staff at high-rise locations. The building entry door replacement was complete at Carroll Tower in 2024. The 313 security cameras in the High-Rises and family developments are continuously updated when unviewable, aged out or replaced upon failure. [PHA upgraded the security cameras at Kilmartin Plaza with support from a grant from the RI office of Healthy Aging with the installation of new hallway cameras on each floor, 2 on each hallway floor for a total of 12 cameras and 2 new exterior cameras in the summer and fall of 2024.](#)







Central Security Dispatch Monitor Station

PHA maintains a centralized camera monitoring system in the PHU/Security office located in the High-Rise at 335 Hartford Avenue. The PHA Security Office is staffed 24 hours a day and Dispatch Monitors, as well as Facilities Management Dispatchers, monitor the camera system as part of their duties. Since initial installation, the system has been upgraded and expanded to the family developments. 313 cameras authority wide are now in use monitoring PHA properties and high-rise buildings.

In addition to monitoring the security system, the Dispatch Monitors are also responsible for conducting criminal background checks on resident applicants, processing of access

cards, data-basing security and police activity, and general administrative duties. They also serve to communicate with the PHU officers and PHA security personnel to calls for service or to contact the regular Police Department to respond for a call for service should the PHU officers be off duty or unavailable. The Dispatch Monitors will also notify fire/rescue services if needed.

Security Dispatch Monitor Weekly Duty Schedule (Sample)

Providence Housing Authority PHA Security Monitor Weekly Duty Hours Assignment

For the week of Sunday 3/23/2025 to Saturday 3/29/2025

Monitors	Sun. 3/23	Mon. 3/24	Tues. 3/25	Wed. 3/26	Thurs. 3/27	Fri. 3/28	Sat. 3/29
Monitor 1	1600-2400	1600-2400	1600-2400	1600-2400	Day Off	Day Off	1600-2400
Monitor 2	Day off	Day off	0800-1600	0800-1600	1400-2200	1400-2200	0800-1600

Shifts: The actual first shift of the day is the 0000-0800 shift.

PHA High-Rise Security Officers

The PHA established a security force in 1991. The PHA Security Force currently is staffed by 11 full-time uniformed security officers who currently provide roving security services 24 hours per day, seven days per week. Staffing levels and deployment are subject to change depending on circumstance, need and funding availability. These uniformed security officers, who are unarmed and have no arrest powers, patrol the PHA's elderly/disabled High-Rise buildings. In 2017, the PHA's full-time Security Officers became a certified, collective bargaining unit called "The Providence Housing Authority Security Guards" under the Rhode Island Laborers Union, Local 1217.

PHA Security Weekly Schedule (Sample)

PROVIDENCE HOUSING AUTHORITY HIGH-RISE SECURITY PROGRAM WEEK 13

WEEKLY DUTY SCHEDULE							
	SUN	MON	TUE	WED	THUR	FRI	SAT
	3/23/2025	3/24/2025	3/25/2025	3/26/2025	3/27/2025	3/28/2025	3/29/2025
PHA SECURITY	12am-8am Security 1	12am-8am Security 1	12am-8am Security 1	12am-8am Security 3	12am-8am Security 3	12am-8am Security 1	12am-8am Security 1
ROVING ALL HIGH-RISES	ROVING	ROVING	Security 3 ROVING	Security 10 ROVING	Security 10 ROVING	Security 3 ROVING	Security 3 ROVING
		7am-3pm Security 7 DEXTER	7am-3pm Security 7 DEXTER	7am-3pm Security 7 DEXTER	7am-3pm Security 7 DEXTER	7am-3pm Security 7 DEXTER	

		7am-3pm Security 5 ROVING 8am-4pm Security 6 KILMARTIN	8am-4pm Security 5 ROVING 2pm-10pm Security 4 ROVING	8am-4pm Security 5 ROVING 8am-4pm Security 6 ROVING 2pm-10pm Security 4 ROVING	8am-4pm Security 5 Security 6 ROVING 2pm-10pm Security 4 ROVING	8am-4pm Security 5 Security 6 ROVING 2pm-10pm Security 4 ROVING	8am-4pm Security 6 ROVING 2pm-10pm Security 4 ROVING
	4pm-12mid Security 8 Security 2 Security 10 ROVING	4pm-12mid Security 8 Security 9 Security 2 ROVING	4pm-12mid Security 8 Security 9 ROVING	4pm-12mid Security 8 Security 9 ROVING	4pm-12mid Security 8 Security 9 Security 2 ROVING	4pm-12mid Security 9 Security 2 Security 10 ROVING	4pm-12mid Security 2 Security 10 ROVING
NESS	11pm-7am DEXTER	11pm-7am DEXTER	11pm-7am DEXTER	11pm-7am DEXTER	11pm-7am DEXTER	11pm-7am DEXTER	11pm-7am DEXTER

Security 11
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Security 9
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Security 1
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Security 10
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Security 2
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Security 3
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Security 4
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Security 5
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Security 6
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Security 7
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Security 8
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Security Officers are recruited, trained, and supervised by the Security Director and Associate Director. PHU officers also play a role in the training of Security Officers. All Security Officers must have successfully completed a criminal background check. Security Officers provide approximately 300-400 hours of service weekly. The number of hours that are worked by the Security Officers depends on the need and the annual budget.

The Security Officers are in direct radio communication with the Security Dispatch Monitors, the Facilities Management Dispatcher and also the PHU Officers. This allows for the Security Officers to receive immediate advice or assistance if needed.

While on duty, the Security Officers are responsible for patrolling buildings as well as the parking areas. The officers complete and submit a written security report that is used to inform management of any problems that occurred during their shifts. In addition, that information is reviewed by the Security Department Director and the Associate Director and is data-based by the Security Department Director, Associate Director or Security Dispatch Monitors. Any incidents that need immediate attention are e-mailed directly to the respective manager or other PHA staff.

The PHA also augments its own security staff with contracted stationary security guard services from a vendor, as funding allows, to provide services specific to trends and needs noted by the Director of Security Operations. The Director of the Office of Security Operations meets weekly with security contractors. Contracted security guards are required to follow all PHA policies and protocols in the performance of their duties. They are currently assigned to overnight shifts at three high-rise locations and can be deployed to other locations and shifts as needed.

Security Department Director and Associate Director

Responsibilities of the Office of Security Operations Director and Associate Director include scheduling and administrative oversight of the security program, maintaining and updating all records and other data related to police/security activity and operations in the PHA developments. This information is updated on a daily basis. The information generated is compiled in a PHU weekly police/security activity report, a monthly report, a fiscal year report and also a calendar year report. These reports are closely reviewed to identify trends in activity in and around public housing properties. On a monthly basis the Director and Associate Director attend the PHA Senior Staff meeting where security problems and possible solutions are discussed.

The Director and Associate Director attend management and resident meetings to discuss security concerns. There is close coordination between the Director, Associate Director, and department directors to maintain and ensure that new or future security measures will be effective. This is especially true for the education of residents (Resident Services), lighting and security systems (Facilities Management).

The Office of Security Operations Director and Associate Director have the responsibility to ensure that the PHA complies with Office of Healthy Aging and City mandates related to resident safety and safety education in the elderly/disabled high-rises. They are also responsible for the ongoing training of the security officers and the maintenance of department files and records.

PHA Fraud Investigator

The PHA Investigator is responsible for investigating fraud related complaints in both the PHA developments and Section 8/Leased Housing. Traditionally, the PHA's Fraud Investigator position has been a retired Providence Police Officer with Public Housing Unit experience. The Investigator coordinates his investigations with numerous agencies such as the HUD OIG, the RI Department of Human Services and the US Attorney's Office as well as PHA Senior Staff and property management offices. At this time, the PHA does not have a dedicated fraud investigator, and the Department leadership investigates allegations of fraud as needed.

Section 2: General Duties and Responsibilities

The PHU officers have the duty and responsibility to patrol all the PHA family developments, high-rises, and scattered sites, as well as to address the problems of crime at specific locations. The PHU officers also assist in the training and supervision of the PHA security officers.

The patrol area of the PHU is quite extensive due to the number of PHA family developments, and scattered sites located throughout the City. Each type of development has challenges and trends that are particular to them and require specific strategies to address them. Six of these elderly/disabled developments are high-rises and are patrolled by the PHA security officers and are linked to the PHA security camera/alarm system.

PHA Development Patrol Areas and Locations as follows:

- | | |
|------------------------------|--------------------------------|
| • Hartford Park | Hartford neighborhood |
| • Manton Heights | Olneyville/Manton neighborhood |
| • Chad Brown/Admiral Terrace | Wanskuck neighborhood |
| • Sunset Village | Wanskuck neighborhood |

- Codding Court West End neighborhood
- Roger Williams Lower South Providence neighborhood

The PHA High-Rise Area and Locations are as follows:

- | | | |
|-----------------------|-------------------|----------------------------|
| • Dexter Manor I & II | 100 Broad St. | Downtown neighborhood |
| • Kilmartin Plaza | 160 Benedict St. | West End neighborhood |
| • Parenti Villa | 25 Tobey St. | Federal Hill neighborhood |
| • Dominica Manor | 100 Atwells Ave. | Federal Hill neighborhood |
| • Carroll Tower | 243 Smith St. | Smith Hill neighborhood |
| • Hartford Tower | 335 Hartford Ave. | Hartford Park neighborhood |

Scattered Site Patrol Areas:

The PHA scattered sites are located throughout the City.

Additional Patrol Areas/Developments

The PHU additionally patrols or provides technical assistance to other privately owned high-rises and developments that have PHA Section 8/Leased Housing tenants.

Section 3: Police and Security Deployment

The PHU, PHA Security Dispatch Monitors and the PHA Security Officers provide security at different times of the day. There is some form of security coverage throughout a day, that coverage being provided by one or more of the previously mentioned police and PHA Security personnel. The PHA Security Director and Associate Director are responsible for overseeing the scheduling and deployment of the police/security personnel to ensure that the needs of the residents are satisfied and that the identified high problem times are adequately covered.

PHU Officer Patrol Hours and Areas of Responsibility

The PHU officers are assigned to work 8 hours per day on their regular city time and work schedule and then, on average, 4 additional hours on PHA extended coverage time. This provides for a total of 12 hours per day of police coverage, availability, and visibility. All PHA hours are assigned to be worked before the police department scheduled hours. For instance, if the police department scheduled hours are 5:00pm to 1:00am (8 hours), then the PHA hours assigned to the officers would be 1:00pm to 5:00pm (4 Hours). The actual number of hours assigned to work for the PHA is dependent on the budget status of the PHA. There have been periods where the PHU officers have worked more hours on PHA time and there have also had to be less hours assigned due to budget constraints.

The PHU officers are currently divided into 2 teams consisting of two officers each. With the possibility of additional officer graduating the academy in the Fall of 2023 PHA may have an additional team assigned to the PHU. The teams are currently assigned to the following developments:

- Hartford Park and Manton Heights area
- Codding Court, Wiggins Village (non-PHA property) and Roger Williams (Shared)
- Chad Brown, Admiral Terrace & Sunset Village

Each of the team's patrol area is located in one of the nine police patrol districts in the City, the district assigned being dependent on the location of the housing developments to be patrolled. PHU officers can respond to calls at public and private housing locations

that are located outside the boundaries of their assigned districts. Since 2012, there has been a sergeant assigned to the PHU as overall "Officer in Charge" of the PHU team and the Sergeant works closely with the Security Director and Associate Director to provide appropriate strategic interventions, patrol plans, training, etc. for the PHA.

PHA Security Dispatch Monitor Schedule

There are two PHA Security Dispatch Monitors that are assigned the duty of monitoring the security system. The Security Dispatch Monitors are cross trained in the duties of the Facilities Management (FM) Dispatchers. The security system is monitored 24 hours a day 7 days a week by the Security Dispatch Monitors and by the FM dispatchers. The scheduling of the Security Dispatch Monitors requires that during several shifts during the week The FM dispatcher monitor the system from their location. The Security Dispatch Monitors are scheduled to work the following shifts:

- 8:00 a.m. – 4:00 p.m.
- 4:00 p.m. – 12:00 a.m.

To be cost effective, should a Security Dispatch Monitor call in ill or be on vacation the Facilities Management Dispatcher will monitor the security system from their office location. Should a Facilities Management Dispatcher be out sick or on vacation, the Security Dispatch Monitor performs their duties from the Facilities Dispatcher office and monitors the security system from that location.

Section 4: Police and Security Strategies

Various methods and strategies are used to address the problems of crime in the developments. These methods involve traditional policing practices, community policing strategies and strategies that have been devised by the PHU officers to address specific place-based problems. Any strategy used must have the approval of the police department and the PHA to ensure that it is responsive to the residents of the developments, effective, and operates within the legal guidelines for law enforcement.

PHU and Security Patrol Methods

The PHU officers practice two methods of patrolling the family developments. These methods are vehicle patrol and foot patrol. Mobile patrol is the norm due to the extensive area that has to be patrolled by the PHU. Foot patrol is utilized to access those areas not easily accessible by vehicle or viewed from a vehicle and also areas/developments with high activity. The PHU officers practice random patrolling throughout the PHA developments. If there is an identified problem in a development or area of a development, it is patrolled more frequently. Patrol hours vary and are dependent on the police department designated hours with the PHA extended hours of coverage attached. Historically the police department hours and the PHA hours have allowed for a minimum of 12 hours of coverage per day.

The PHA security officers conduct roving patrols in a PHA security vehicle on a 24-hour basis at each of the 6 PHA high-rises and also conduct foot patrols of each building during a shift; security officers also provide a stationary security post if needed.

Visual patrolling is also conducted by the Security Dispatch Monitors through the use of the 313 cameras located in all the High-Rises and family developments.

Strategies Used for Addressing Identified Problem Areas

There are four tactics that are used by the PHU in addressing problems and they are as follows:

- **Zero Tolerance:** The problem area is identified and an increase in police visibility is implemented. The strict enforcement of all laws, city ordinances and traffic regulations are utilized to convey the message to the people responsible for the problem that all infractions of the law, including minor infractions, will not be tolerated. Historically this type of operation will result in the problem being greatly reduced or completely eliminated.
- **Monitoring of a Problem Area:** After a problem has been reduced or resolved the officers continue monitoring the problem area to ensure that the problem does not return. Property Management and residents are informed that if they see the people responsible returning to the area to notify the police immediately so the situation can be quickly addressed before it becomes a major problem again.
- **Use of Outside Enforcement Agencies:** The assistance of the Narcotics Division and the Detective Division of the Providence Police Department are used in addressing situations that require the specialized services of these Divisions and other specialized units of the department. This assistance may be needed in order to be effective against narcotics and such serious cases such as murder and other major crimes committed in the developments. The PHU also works closely with other outside law enforcement agencies such as the Rhode Island State Police, the FBI, ATF and the HUD Office of Inspector General. Periodically the PHU and the PHA will become involved in long-term crime suppression operations, especially pertaining to drugs, with these various agencies. Collaboration with outside entities has proven to be very effective in reducing crime in the past. Beginning in June 2021, PHA was approved for submitting fingerprints electronically to the FBI. Submitting fingerprints electronically for new hires and applicants for housing programs who have out of state records allows PHA to have results within 24 hours.
- **Collaboration with PHA Property Management:** It has been the practice that the information and reports on any person arrested in any of the developments and police and security reports are forwarded to Property Management for follow up action. Depending on the seriousness of the offense management will decide on what lease enforcement or other action is to follow. One practice is the issuance of a No Trespass Order when a non-resident is arrested in a PHA development, especially for a serious offense.

Security Strategies

The security strategies are very basic, yet effective. The security officers are assigned to roving patrols at all high rises and are provided with information about security issues or concerns requiring attention. Security Officers provide services 24 hours per day, 7 days per week. On Sundays during the day, the FM dispatcher and PHA rover cover all of the City from 8a.m. – 4:00 p.m.; Security guards are again present on Sundays from 4:00 p.m. to 8:00 am on Monday morning.

Should a situation arise that requires an increase in security coverage for a particular building, officers needed to address the situation security personnel will be assigned. The PHA has also contracted with a private security company for added security staff and to augment PHA Security force.

Section 5: Community Relations

The ability to maintain strong community relations is mostly determined by the attitudes of both the police and the residents. The primary mission of any police officer or department is the detection and suppression of crime and the identification and apprehension of criminals. The more the community assists and supports the police, by reporting crimes and assisting in identifying those engaged in criminal activity, the quicker most of the problems of crime in that community will be addressed and reduced. Trust is a major ingredient needed to establish a good solid relationship between the police and the community.

Relationship between the PHU Officers and the Residents

The PHU is basically a community policing-oriented unit. The officers that patrolled public housing in the early 1970s were in fact called Community Protection Officers. This evolved into the PPD Public Housing Unit officers.

The overall relationship between the PHU officers and the residents of the housing developments appears to be one of trust. There are several reasons this relationship exists. The primary reason is due to the length of time some of the PHU officers have been assigned to the PHA developments. Because they have spent so much time in one place, they can establish relationships with the residents. Historically most officers that have been assigned to the PHU remain with the unit for an average of 5 years and some even longer. The primary reason for an officer to leave the unit is promotion within the police department. For instance, if a PHU officer takes the sergeants exam or the detective exam and successfully completes the process, that officer will be transferred from the unit upon promotion to that rank/specialty. Also, some of the officers have transferred from the PHU to other specialized units such as the narcotics division. It is a good thing that some of the PHU officers move on to other areas of the department. It allows for officers who are highly experienced in providing community policing services in public housing communities to spread that knowledge throughout the department as a whole and the to the area of the Department to which they are currently assigned.

The PHA Director of Security Operations is also a retired PPD officer and was assigned to the PPD Public Housing Unit for his last 13 years as a PPD Officer. The Associate Director of Security Operations resided in the Manton Heights housing development for 32 years. The Associate Director brings a valuable resident perspective to security and crime prevention and the Associate Director's long-standing relationships with tenants in the high-rises and developments foster trust between PHA residents and security operations staff.

Providence Housing Authority, Public Housing Unit, and Providence Police Department Involvement in Community-Based Strategies in Policing

The relationship between the community and the PHU officers becomes extremely important when incidents involving the police locally or nationally show law enforcement in an unfavorable light. The instances would normally place a strain on the general relationship between the police and the community. The PHU officers have never hesitated to explain or discuss controversial police actions with the residents and in effect engage in an exchange of views and opinions. Most of these exchanges are informal but are usually a learning experience for both the police and the residents. To assist in reinforcing the relationship between the PHU officers and the residents, especially the youth of the developments, the officers periodically organize hot-dog roasts during the

summertime along with other youth-oriented events. At other times, during the Thanksgiving holiday season for instance, the officers distribute food baskets to the more needy families. The baskets are solely donated by the PHU officers. During the Christmas season the PHU officers also seek toy donations to distribute them to the children of the developments.

It should be noted that due to the relationship with the residents, many have voluntarily furnished information pertaining to criminal activity. This information has greatly assisted the officers in their effort to combat crime in the developments. The PHU has also established a reputation in the developments that the officers will go that “extra mile” to assist a resident in need of advice, help or any other type of assistance.



A PHU Officer at Get Connected event at Chad Brown and Hartford Park



PHA Officers interacting with children and youth at Open Gym events at the Chad Brown and Manton Heights family developments.

Providence Housing Authority (PHA), in collaboration with the Public Housing Unit and the Providence Police Department (PPD), is deeply committed to fostering community policing initiatives. However, despite this dedication, capacity and budget constraints have impacted programming efforts. Nevertheless, we remain steadfast in our commitment to providing essential services to the community while actively exploring avenues to enhance our offerings, including the development of our own Youth Police Initiative (YPI) model.

For many years the PPD and PHA collaborated to implement the Youth Police Initiative or YPI. YPI is a community-based intervention program delivered by the National American Family Institute, intended to bring about positive changes in relationships between police departments and local at-risk youth. The PHA is currently working with the PPD to develop and implement a successor program called the *Youth Community Influencers Program*, a comprehensive program designed to address youth violence and strengthen community-police relations in the neighborhoods. The program aims to engage youth aged 12-14 in activities twice a week. Staffing from both the Resident Services Department (RSD), including Security and Executive Office personnel, and PPD, will support the program. With overarching goals including strengthening community-police relations, reducing youth violence, fostering healthy relationships, breaking down stereotypes, and offering positive engagement opportunities, the program comprises various key components. These components encompass structured curriculum topics such as healthy relationships, stereotype deconstruction, and understanding community policing. Financial incentives, including stipend, and meals during sessions are provided to participating youth, with transportation assistance ensuring inclusivity from the target neighborhoods. Evaluation strategies include regular assessments, pre-and post-program surveys, and data collection on community impact, while communication efforts ensure transparency and engagement with participants, parents/guardians, and the wider community through diverse channels like newsletters and meetings.

Relationship between PHA Staff and the Police/Security Personnel

The relationship between the officers of the PHU and the PHA staff is well established. Through the combined efforts of the PHU officers, and the PHA, the quality of life for the residents has substantially improved. A recent review of crime statics for the City of Providence by the PHA revealed drastically lower rates of crime at PHA properties compared to the neighborhoods in which they are located. This was mostly attained through the constant exchange of information between the PHA and PHU, and the ability to address the problems together as a team. Over the years the PHU and its officers seem to have become accepted members of the PHA family.



In addition to PHA and PPD staff working collaboratively, the leadership of the PPD and PHA met frequently to discuss trends in crime and community safety and develop responsive programming. In December 2023, Colonel Oscar Perez, Chief of Police, was a featured speaker at a retreat for PHA Board of Commissioners members.

Colonel Perez with PHA Executive Director Melissa Sanzaro at the 2023 Board of Commissioners Retreat

Section 6: PHA Staff and Security Guard Training

The PHA has recognized that awareness is a key element in the detection and prevention of criminal activity. All staff members of the PHA, regardless of job assignment, are trained in the methods and tactics used to detect and prevent crime.

PHA Personal Safety and Security Training

Periodically employees of the PHA are provided with the PHA Personal Safety and Security Training. The goal of this training is to not only emphasize awareness of crime detection and prevention tactics, but to also define what crime is, its impact and the threats posed by the criminal element. This has evolved from a training the PHA previously developed in partnership with the Office of Healthy Aging when it was known as the Department of Elderly Affairs, and which the PHA conducted training on for other housing providers.

The Rhode Island Office of Healthy Aging Security Guard Training Program

The PHA was the designated agency that provided training specifically addressing the needs of security officers that are assigned to patrol high-rises. The PHA produced a *Security Officer Manual* and a training program for all security agencies/officers assigned to PHA High-Rises. This training is an eight-hour course that continues to be used as the basic training for all PHA Security Officers.

The training topics discussed at these sessions addresses the following:

- Participating agencies
- Training concept
- OHA Rules and Regulations Governing Security for Housing for the Elderly
- Security procedures
- First aid
- Defensive Driver Training (Beacon)

The Security Procedures section specifically addresses topics such as:

1. Security Regulations and Procedures
2. Techniques of patrol
3. Communications
4. Crime Prevention
5. Alarms
6. Bomb Threats
7. Emergency Procedures and Fire Control
8. Dealing With Difficult Situations & Crimes Against the Elderly
9. Laws and Evidence
10. Theft and Pilferage
11. Use of Public Areas
12. Doors, Hallways and Other Property
13. Monitoring
14. Safety Procedures
15. Report Writing
16. Uniform, Grooming and Appearance
17. Public Relations
18. General Sensitivity

The Rhode Island Office of Healthy Aging no longer requires the training as a security guard requirement, however, the PHA continues to train its security officers to this standard. In addition, all security staff participate in PHA Security Guard Training.

PHA Security Guard Training

The topics and sub-topics discussed during this training are as follows:

- Crime Detection and Prevention
 - Types of crime
 - Who profits from crime?
 - What crimes do you fear most?
 - How to prevent being a victim of crime
- Types of Weapons
 - Different types of weapons
 - Rhode Island weapons laws
 - PHA Weapons Policy
- Violence in the Workplace
 - Who may be at risk and why?
 - Intervention procedure
 - Post-Incident procedure
 - Entering apartments
 - Working on the grounds
 - Licenses
 - Vehicle safety
- Tactics and Tips to Assist in your Safety and Security
 - Principals of survival
 - Six major concerns of personal safety
 - Cover and concealment
- Planning Defensively
 - Security in the home
 - Security in the neighborhood and about
 - Security at work
 - Security measures when traveling locally
 - Security measures when traveling long distance and abroad
- Terrorism
 - Definition of terrorism
 - Terrorist group categories
 - Types of terrorist attacks
 - Prevention measures
 - Evacuation or Basic Bug Out Bag
- Substance Use Disorders
 - Overdose prevention training and issuance of Narcan nasal spray
 - Behavioral Health
 - Mental Health First Aid and Trauma Informed Practices
 - De-Escalation Techniques

This training, presented with the use of a PowerPoint presentation and the use of various training aides, is conducted by the PHA Security Director, Associate Director or a PHA designee. The Security Director utilizes his police experience and training, along with his knowledge of the PHA and recent research and data trends, to keep this training as realistic and updated as possible. Additional training topics listed are provided by instructors from the PHA's Wellness Resource Center, including a licensed independent clinical social worker, a substance abuse specialist, and a VOCA Community Safety Coordinator.

Additional Training

Periodically, the PHA will offer trainings on relevant topics pertaining to current events or concerns. Examples of these training topics include Naloxone interventions and preventing opioid overdose, active shooter training, etc. The ability to offer these opportunities is budget dependent but allows the PHA to remain flexible in its provision of professional development to its staff and security team members.

Section 7: Resident Safety and Education

The PHA takes an active part in the safety, education, and training for the residents of all PHA developments. New residents at orientation are instructed in the different methods to report crime or suspicious activity (such as contacting PHU officers through the PHA's Office of Security Operations) and how to call the police for emergencies should they need police assistance.

Residents are instructed to contact the police in the following manner:

- In an emergency dial 911
- The telephone number for the Providence Police is 272-1111
- After dialing 911, or the police department, and giving the necessary information the residents are instructed and encouraged to call the PHA Security Dispatcher at 421-6980
- If a tenant needs to speak with a PHU officer for advice, information or a non-emergency that can contact them at their office telephone number, also 421-6980.

Residents are especially encouraged to call the PHA Office of Security Operations to report suspicious activity and/or quality of life problems. The PHU officers will usually receive these non-priority calls in a more-timely fashion from the PHA dispatcher than from the police department dispatcher.

Resident Engagement

The PHA has a Resident Advisory Board (RAB) that meets monthly with the PHA, and its members assist the PHA in planning and guiding the agency's work. Members are elected by their respective communities and bring a resident perspective on planning and delivering a range of services, including security services. These monthly meetings provide a forum for resident representatives to bring forth any concerns impacting their community, including safety and security. Throughout the year, the Office of Security Operations makes formal presentations about security and safety at RAB meetings. These trainings are accompanied with handouts that RAB members can provide to the residents of the developments they represent. At times, police officers and other entities may join these meeting to provide a presentation or information. As an example, a representative of the Office of the RI Attorney General provided a training to the RAB about presenting oneself from fraud and financial exploitation in June of 2021.

The PHA also conducts monthly Tenant/Management meetings at each building. These monthly meetings, in which the Security Department is an active participant, provide a site-based opportunity for residents to make PHA aware of security concerns and for the PHA to provide update information about new security programs or measures and training about crime prevention. Over the years various agencies, such as the Office of the Rhode Island Attorney General, have given presentations to elders and persons with disabilities in the high-rises. These agencies provide this training when conditions exist in the community

that put residents at risk of victimization by crime. In addition to Tenant/Management meetings, Department staff also provide community safety meeting tailored to the needs of each development; members of the PPD PHA frequently participate in these meetings. As an additional resident engagement and community safety tool, the PHA has instituted one-on-one interviews with residents surrounding conflict resolution and crime issues.

At the family sites the youth are given instruction on fire safety, which is presented by a representative of the Providence Fire Department. In the high-rises and family developments, the PHA Security department along with, Resident Services Department and Property Management (PM) organize and present security/safety presentations at each development annually. These presentations instruct the residents on individual security, building security and fire safety. It should be noted that PHA requires residents who have had a fire in their unit to participate in a PHA fire safety workshop.

During the summer of 2023, the Office of Security Operations was a prominent presence at PHA community outreach events, known as *Get Connected*, and staff provided educational materials, ranging from the importance of reporting specific behavior to PHA and police, to elder safety, to fraud prevention.

Community Safety Task Force

In 2023 the PHA established inter-departmental and inter-agency *Community Safety Task Force*. This task force meets monthly, and more often if necessary, to identify emerging trends in safety and security in all PHA developments and to develop place-based strategies to improve safety and security. Providence Police Department representatives participate in Task Force meetings. Included in these Task Force strategies are group meetings in PHA developments to prioritize ongoing safety and security issues and strategies. The Task Force also conducts also one-on-one meetings with residents and families who have engaged in safety or security-related activity that violates the terms of the lease or whose units has been the location of such activity to discuss the behavior and offer diversion to supportive services when appropriate. Since the Task Force's formation in 2023, the members have conducted over 60 one-on-one meetings with residents.

Section 8: Goals, Objectives, and Performance Indicators

In 2020, PHA adopted a Five-Year Strategic Plan with four over-arching goals including: 1) Identify and Pursue Opportunities to Preserve and Expand Affordable Housing; 2) Provide Safe and Healthy Communities with Pathways to Vibrant Futures; 3) Cultivate, Enhance, and Evaluate Strategic Partnerships; and 4) Continuously Improve PHA Management and Operations. The Providence Housing Authority's Strategic Plan lists all the PHA strategies and actions assigned to each department. (A copy of the PHA Strategic Plan 2020 – 2025 can be viewed at the PHA's website at www.provhousing.org.) A key strategy under Goal 2 is to enhance security on PHA properties, with corresponding activities involving conducting comprehensive security assessments, researching best practices, and revising the security plan to reflect new and emerging trends in safety and security. The security section of the Strategic Plan incorporates the Security Operation Department's goals and objectives. The following topics are what the PHA and the security department considers the most important goals and objectives involved in providing security services.

Maintaining an Appropriate Level of Security

A primary goal of the PHA is to maintain an appropriate level of effective security in both the high-rises and the family developments.

In the **high-rises**, 24 hours of security services are provided the PHA security staff. The PHU officers are responsible for responding to calls for service from the high-rises. The PHA Security Officers are assigned to patrol the high-rises. The Security Dispatch Monitors also keep the buildings under camera surveillance 24 hours per day.

The **family developments** are patrolled by the PHU officers, on average 12 hours per day. The officers are assigned to patrol the hours that have been identified as having the most problems. It has been recognized by the PHA and the police department that police visibility is a key element in both resolving issues of crime and prevention of crime.

Timely Information Referred to Decision Makers.

There is a strong partnership between the PHU officers, the security and other PHA staff, especially Property Management Department staff. The information contained in the police and security daily reports are placed in a database and a weekly report of all police and security activity is produced and sent, via e-mail, to appropriate PHA staff. The weekly reports serve to alert staff about problems, or potential problems, which exist in their developments. These staff members can then decide what action to take to assist the police and security in finding a resolution to the problem. If a serious incident takes place, all of the information pertaining to that incident is immediately delivered to the appropriate staff member so that the particular problem can be addressed without delay.

The Security Director and Associate Director attend monthly senior staff meetings where there is an opportunity involving all departments to discuss challenges. The Security Director and Associate Director are in constant contact with the Executive Director, other Directors and Associate Directors and other PHA staff in an effort to address an identified or potential problem while that problem is still manageable.

Image of PHU and Security

The police officers of the PHU practice a form of policing that utilizes both conventional and traditional policing tactics and community policing tactics. This form of policing has been successful and appears to have satisfactorily addressed both the needs of the staff and the residents of the developments. Since many of the PHU officers have served in the unit for a lengthy period, they are familiar with the residents and in most cases with those residents with problems or needs. The image that the PHU strives to promote is that the officers are approachable and that they will take that extra step to address a problem. The goal is to address the problem of crime successfully, but by not being invasive when dealing with law-abiding residents. For instance, when a development is experiencing a problem the PHU officers have the ability to move into that area and address the problem swiftly due to their ability to focus on the problem causers. This is because the officers have relationships with residents and have a familiarity with persons who live in a development and those who do not, allowing them to focus on persons responsible for actions negatively affecting the community.

Realistically, it is the day-to-day contacts that promote the image of the PHU officers. Accessibility to the officers and their positive and courteous demeanor and attitude when dealing with the public is the key ingredient in promoting a positive image.

Crime Prevention Information

The most effective means to prevent crime, or reduce the incidents of crime, is to assist the staff and residents in recognizing problems or potential problems and to ensure that they can report their suspicions and take actions to protect themselves. The PHA staff has been

trained in recognizing crime and criminal activity through their attendance of the *PHA Personal Safety and Security Training* session.

The residents are given crime prevention information during new resident orientation and in Resident-Management Community meetings. Additionally, PHA disseminates crime prevention and security alert brochures and mass messages to alert them to any security or safety issues that may impact them. The police officers of the PHU visit all developments regularly and alert the residents to problems taking place in the area with information mostly distributed on a one-on-one informal basis and periodically at a formal meeting. The security staff that are assigned to the high-rises are alerted to any problems that are occurring in their assigned buildings, and they alert the residents to the problem accordingly. Management and Facilities Management staff are alerted to any serious problems occurring in their developments. If residents have a particular security related concern, the Office of Security Operations Director, Associate Director and/or a PHU officer will attend the Resident-Management Managers meeting to discuss the problem or, if it is a serious concern, a security meeting with the residents will be conducted.

Performance Indicators

The Security Department has established 20 key performance indicators addressing and monitoring the performance of General Administration, Manpower/Patrol, Crime/Activity Analysis, Resident Background Screening, PHA Security Officers, Security Dispatch Monitors and Public Affairs.

The key performance indicators for **Security Operations General Administration** insures the following:

- Standard Operating Procedures Manual is up to date;
- Monthly Management and Annual Reports are completed; and
- Weekly Duty Schedules are prepared.

Key performance indicators for Security Operations **Manpower/Patrol** aims to achieve:

- A minimum of 12 hours per day of PHU policing coverage;
- Tracks the total crimes reported to the PHU;
- Tracks arrests made for both Part 1 and 2 offenses;
- Number of Radio Calls responded to; and
- Compares PHA crime rates to those of surrounding neighborhoods.

A sole performance indicator for Crime/Activity Analysis pertains to conducting a security analysis of all PHA properties. Resident Background Screening also has only one key performance indicator - percentage of prospective residents screened for criminal background (100%). The key indicators for the PHA Security Officers address the number of elderly-disabled high-rises with roving and foot patrols each day. The Security Dispatch Monitor key indicators pertain to the average coverage hours per week and the time taken to forward security violations and police reports to property managers for action. Public Affairs has only one key indicator - the percentage of PHA resident-management meetings at which a PHU officer is present to participate.

In addition to key performance indicators, there are additional indicators that are monitored to insure the smooth and effective operation of the Security Department.

Section 9: Funding Development

HUD's Public Housing Program and other supporting funding sources, such as the RI Office of Healthy Aging Housing Security Grant and HUD grants, which sustain and augment the PHA's Security Operations Office staffing, activities and equipment can be unpredictable. In addition, the reduction in local police department resources and budgets can be problematic to PHA's Public Housing Unit resources. The importance of providing safety to the PHA residents and the surrounding community as well as the unpredictable financial environment necessitates the Office of Security Operations to seek out new funding opportunities. In order to successfully position this office to increase funding prospects, the staff will:

- Monitor federal, state, municipal, and foundation funding opportunity announcements regularly in order to be abreast of additional funding sources for security measures, with support of the Office of Strategy and Development;
- Continue to meet regularly with the PPD and other outside anti-crime agencies to discuss possible grants, programs, or funding opportunities;
- Continue to coordinate and collaborate with relevant PHA department/offices in order to research available programs or grant notices of funding relevant to safety/security;
- Identify when the PHA's non-profit organization may be utilized as a fiscal conduit for grants available to non-profit organizations;
- Seek new partnerships that may enhance the service to the Providence community; and
- Continue to track and monitor security and crime data in order to establish records that are required and enrich funding/grant applications.

Section 10: Reporting, Data-basing of Information and Analysis

The collection of police/security data is compiled in several ways. Data is collected and reported in daily, weekly, monthly, fiscal and calendar year reports.

The specific reports are:

Daily Activity Report (DAR)

The PHU reports on their daily activity in the Daily Activity Report. All activity generated by the officers such as arrests, dispersals, types and locations of radio calls and the originating dispatcher (PPD or PHA) are entered in this report. The Daily Activity Report is an important report because additional reports are generated from the data included in the DAR. All arrests entered in the activity report are entered in the PHU Arrest Database on a daily basis and all activity entered that occurs in the PHA developments are entered in the PHA Police Activity Database on a daily basis.

The PHA Security Officers also submit a daily report which is entered into the PHA Police Activity Database. Information entered on these reports that require immediate action by PHA staff is immediately forwarded to that staff via e-mail.

Weekly Activity Report (WAR)

At the end of each week the Security Director, Associate Director or a member of the staff gathers the information in the PHA Police Activity Database to complete a weekly report. The report is generated using an Access program and then forwarded via e-mail to the

PHA Executive Director, Director and Associate Director of Property Management, Director and Associate Director of Facilities Management, other PHA Directors, all PHA site managers and other select staff. Those in receipt of these reports possess information on all police/security activity and problems from the previous week. After reviewing these weekly reports, managers can determine if and when further action on their part is required.

Monthly Management Report

The Monthly Management Report (MMR) is divided into nine separate reporting forms. **(See Appendix A)**

The first page of the MMR contains the activity summary for the month, which includes the arrests made, the offenses reported and the number of those apprehended for those offenses. This first summary page also lists the major incidents that occurred, and the numbers of vehicles tagged or towed by the police or security staff.

The second page contains the PHU Monthly Part 1 and Part 2 Crimes Cleared by Arrest. This report also contains the monthly PPD and PHA radio call information, motor vehicle summons/tags issued, dispersals, lease violations, meetings attended and eviction hearings. This data is broken down by individual development.

The third page of the MMR contains the PHU FY Year-to-Date information for all issues contained in the monthly report.

Page four of the MMR contains the PHU Monthly Crime and Incident Report. This report contains all of the Part-1 and Part-2 crimes reported to the PHU for that month.

Page five of the MMR contains the PHU FY Year-to-Date Crime and Incident Report. This report contains all of the Part-1 and Part-2 crimes reported to the PHU for that current fiscal year.

The sixth page of the MMR is the Monthly Security Work Order Report. This report contains all of the calls addressed by the Security Monitor Dispatchers. These calls are broken down by development and into the following codes:

- **Code 1:** The number of responses by the fire department to fires, fire alarms or medical emergencies
- **Code 2:** Violations of the building's security regulations, such as exiting an emergency door, or leaving an apartment door open. Usually detected and reported by PHA security guards or Security Dispatch Monitors observing or reviewing security cameras.
- **Code 3:** An act or incident requiring the presence of a uniformed Providence Police officer that is not entered on the PHU Daily Activity Report. Usually, a call monitored on a scanner by the PHA Security Dispatch Monitor or called into the PPD by the monitor when the PHU officers are off duty.
- **Code 4:** An act or incident, such as a minor disturbance between residents that the PHA Security Officer can resolve without the police. Also includes security or safety concerns/issues reported to the security guards.

Page seven of the MMR contains the Monthly Fraud Investigation Report, the Monthly BCI Checks report, the BCI Checks Year-to-Date Report and VOCA referrals and Year to Date referrals. Those individual reports track the following:

- **Monthly Fraud Investigations Report:** Tracks any and all fraud investigations conducted by the PHU or security personnel during that month.
- **Monthly BCI Checks:** Records the BCI checks conducted during the month. The BCI checks are tracked by employee checks, housing applicant checks, and also contains the number of applicants fingerprinted who need a more extensive criminal background check with the FBI.
- **BCI Checks, Year to-Date:** Records the fiscal year-to-date number of criminal background checks and those who needed being fingerprinted.
- **VOCA-Victims of Crime Advocate, Monthly and Year to Date:** Records the referrals done to the VOCA from PPD responses and reports and security incident responses.

Page eight of the MMR contains the Monthly Access Cards Issued report and the Access Cards Issued Year-to-Date. The Monthly Card Access Report contains the number of access cards produced and distributed to employees and residents for the month, while the Access Cards Issued Year-to-Date report contains the number of cards produced and distributed to employees and residents during the current fiscal year.

Fiscal Year Report

The Fiscal Year Report is the PHA's yearly report begins July 1 and ends on June 30. The Fiscal Report incorporates reports from all PHA departments with the Office of Security Operations having its own section. The Security Section of the fiscal report contains the MMR totals for the fiscal year. This report also contains a narrative that outlines the status of the following:

- Status of the PHU and security personnel;
- Equipment;
- PHU activity (arrests and other) for that period which is generated from the MMR information;
- Identification of primary problems;
- Actions taken to address/resolve the problems; and
- Analysis of statistical information.

Calendar Year Report

A Calendar Year Report is a summary report prepared for the Providence Police Department that contains the calendar year activity information for the PHU. This report is prepared for the police department because their fiscal year covers the period from January 1 to December 31. This report contains the identical statistical information as in the PHA Fiscal Year Report however covering the calendar year period.

With these reports the PHA and the PHU can readily identify the most problematic areas or developments and the types of crime occurring at these locations. Once it is indicated that a problem exists in a particular development, the PHU and the PHA can devise a plan of action to address/resolve the problem. The type of action taken is dictated by the specific types of problems or crimes being committed that have been identified. For instance, an increase in a narcotics problem in a particular development, and an increase in the crimes associated with the drug problem, would indicate the type of action to be taken by the police to address the problem, such as a "Zero Tolerance" operation (see table below).

Annual Weapons and Criminal Activity Trends Report

In 2024, the PHA is developing a system for tracking weapons and drug-related activity on PHA properties and in units subsidized by the Housing Choice Voucher Program (Section 8) for the purpose of establishing placed-based strategies for interdicting, suppressing and preventing these types of criminal activities. In the second half of calendar 2024, PHA will produce an annual report that summarizes the results of this tracking system.

Report Distribution Table

Type of Report	Frequency	Executive Director	Managers	PPD	Security Directors	Public
Daily Activity Report	Daily	Yes	Yes	Yes	Yes	
Weekly Activity Report	Weekly	Yes	Yes		Yes	
Monthly Managers Report	Monthly	Yes	Yes	Yes		
Fiscal Year Report	Annually	Yes	Yes	Yes	Yes	Yes
Calendar Year Report	Annually	Yes		Yes	Yes	

Section 11: Supporting Manuals and Reports

The PHA and the Office of Security Operations have several manuals and reports related to security and emergency operations. These reports and manuals address operational procedures, emergency procedures and statistical information and analysis. These supporting manuals and reports are as follows:

PHU & Security Office Operations Manual

The PHU & Security Office Operations Manual defines the daily, weekly, monthly, and annual duty and reporting requirements for this department. This manual also lists all of the computers located in the office and a description of their use. Databases are defined along with the information management protocol. The sections of this manual are as follows:

- Section 1: Daily Duties and Reports;
- Section 2: Weekly Duties and Reports;
- Section 3: Monthly Duties and Reports;
- Section 4: Quarterly Duties and Reports;
- Section 5: Fiscal Year and Calendar year Duties and Reports;
- Section 6: Office Computers;
- Section 7: Databases;
- Section 8: Information Management; and
- Appendix: To include Staff Primary Duties, Primary Daily, Weekly, Monthly & Annual Duties and Responsibilities and Security Monthly Management Forms

This manual provides a guide for all office personnel to follow to ensure that all duties and responsibilities, especially administrative, are successfully completed. This manual also serves as a guide for the department should key personnel be absent during the times when key reports are due or primary duties to be performed.

Security Dispatch Monitor Operating Procedures Manual

The Security Dispatch Monitor Operating Procedures Manual specifically addresses the duties and responsibilities of the Security Dispatch Monitor/dispatcher staff. This manual is divided into the following sections:

- Section 1: Primary Duties and Responsibilities of PHA Security Dispatch Monitors;
- Section 2: Security System Defined;
- Section 3: Starting and Launching (the system);
- Section 4: Door/Siren Control;
- Section 5: Remote View;
- Section 6: Reports Suites;
- Section 7: PHA Security Dispatch Monitor Operating Procedures;
- Section 8: Emergency Contact Personnel and Numbers;
- Section 9: First Line Remote View;
- Appendix 1: Quick Action Reference Guide;
- Appendix 2: PHA/PHU Police/Security Radio Call List;
- Appendix 3: Emergency Contact Telephone Numbers;
- Appendix 4: Labeling of Captured Video; and
- Appendix 5: Security Dispatch Monitor Shift Responsibilities

This manual allows for a quick reference guide for the Security Dispatch Monitors and the Facilities Management Dispatchers.

Emergency Operations Manual

The Emergency Operations Manual serves as a guide for all PHA staff and employees in the event of a severe weather-related incident, natural disaster, man-made disaster or a serious crime related incident. This manual includes historical information and probability and vulnerability analysis to determine the probable events that the PHA may encounter and should prepare for. The Emergency Operations Manual establishes procedures for dealing with the following events:

- Hurricane;
- Tornado;
- Blizzard or Severe Winter Storm;
- Severe Thunderstorm;
- Earthquake;
- Extreme Heat Wave;
- Extreme Cold Weather;
- Hazardous Materials Incidents;
- Natural Gas Leak;
- Water Main Break;
- Extended Power Outage;
- Fire;
- Explosion;
- Structural Failure;
- Bomb Threat;

- Civil Disorder;
- Hostage Situation; and
- Workplace Violence.

The Appendix of this manual contains the following information:

- Evacuation Procedure;
- Pre-Storm Check List;
- Site Report Radio/Cell Phone Call Log;
- Site Crew Sheet;
- Damage Report Radio Log;
- Damage Assessment Report;
- Bomb Threat Report;
- The Salvation Army/Providence Canteen Truck's General Operations Plan;
- Emergency Telephone Numbers;
- Resident Notices;
- Development Site Maps;
- Aerial Photos; and
- Evacuation Floor Plans

This manual provides a guide for all PHA personnel to address an event before it occurs, during the event and after the event. This manual is very well thought out and is periodically revised should any procedure be subject to change due to input from emergency response organizations.

Annual Reports

The PPD/PHU Annual CY Report is from January 1 to December 31. The PHA FY Annual Report which covers the period beginning July 1 and ending on June 30th. This annual report contains statistical information and analysis for the period along with information pertaining to the staffing of the police and security unit and the equipment. All Part-1 and Part-2 Arrests and Offenses Reported are totaled for the year and then an analysis is conducted to determine information such as the most active months and the most common types of crimes encountered. Security Work Orders are tabulated and reviewed to determine the most active developments. In addition, the total number of BCI checks, persons finger-printed and access cards produced for this period is contained in this report.

The annual report information is utilized to determine trends in criminal activity not for just a particular year but for an extended period. This information and analysis assists in determining the deployment of both police and security personnel to effectively address the problems.

Section 12: Fostering Prevention and Community Wellness

Wellness Resource Center

In 2019, and with funding from the U.S. Substance Abuse and Mental Health Services Administration through RI Department of Behavioral Healthcare, Developmental Disabilities & Hospitals, the PHA launched the Wellness Resource Center. The Wellness Resource Center is a holistic approach to healthy living in public housing that includes community health outreach and education, access to mental health services, support for victims of crime, addiction treatment and counseling, case management, referral to outside agencies, and access. The Center's Critical Incident Response Team, an

interdisciplinary team, is activated to address incidents in which a resident's behavior is such that his/her action represent a threat to the health or safety of self or to other residents.

Whenever the Office of Security Operations notes an incident in security guard officer or police reports that involves behavioral health issues, those incidents are referred to the Wellness Resource Center for follow-up action with the resident.

Monitoring PPD & Fire incidents for PH and S8 addresses:

- The Office of Security Operations continues to monitor the PPD and PFD radio systems and checking the PPD and PFD reporting systems. The Overnight PHA rover and FM dispatch have PPD and PFD scanners.

Coordinating with PPD, PFD, Victims of Crimes Act Grant staff, RSD, Property Management and PHA staff to address and monitor safety and behavior:

- PHA security guards are continuing to have roving patrols on the 3 shifts, 8am-4pm, 4pm-12am and 12am-8am. They are responsible for roving the 6 High-Rises and checking lobbies, exterior of the buildings, parking lots. They also respond to security calls. If needed they will provide a stationary post at the High-Rises.
- The Office of Security Operations and PPD PHU meets daily for any issues at the PHA family developments and high-rises.
- The Office of Security Operations continues to work with OSD in researching the databases, report systems and reviewing security video for complaints or issues from resident leaders and other tenants. OSD are asking residents that the PHA be notified of complaints in a timely manner. Security is in contact frequently with OSD to address these complaints or issues.
- The Office of Security Operations continues to contact the PHA's Wellness Resource Center, especially the VOCA Community Safety Coordinators for cases where PPD or Security have responded for domestic violence-related calls or for calls where an intervention may be needed, such as overdose incidents.
- The Office of Security Operations works in direct collaboration with the Property Management Department to address problematic tenant or guest behavior and develop safety and security strategies.

Tracking activity:

- Daily activity of PHU, PPD, PFD and PHA Security is continuously databased and sent daily to Directors.
- Office of Security Operations reviews PHA security guard reports and is in frequent contact with PHA management.

Section 13: Supporting Victims of Crime

In 2019, PHA was awarded a Victims of Crime Act Grant from the RI Department of Public Safety to support the position of Community Safety Coordinator (CSC); subsequent grants have continued to support this position and the addition of two additional CSC in 2022. The CSCs works closely with the Security Department to identify and outreach to victims of crime and link them to programs that aid in the recovery from the experience of victimization by crime. In the five years of this program's existence,

over 1,000 residents have been served. The CSCs are employees of the Resident Service Department and are members of the PHA's Wellness Resource Center (WRC). The CSCs work in collaboration with other disciplines at the WRC, including the Substance Abuse Specialist, Licensed Clinical Social Worker, and Community Health Outreach Worker

Section 14: Summary

As the information in this Security Plan indicates, police and security operations conducted in the PHA developments are quite extensive and have proven to be successful. The security of the PHA's developments is achieved through the combined efforts of the police officers assigned to the PHA, PHA security staff, other PHA staff and the residents of the developments. Many of the strategies used to address and reduce the problem of crime in the developments have proven to not only be successful, but also acceptable by the residents themselves.

It is the goal of the PHA to continue to provide an appropriate level of security and police services to the residents of the developments. The success or failure of that goal in the future will be dependent on the motivation of the police and security staff, federal funding for personnel and the equipment needed and the continued personnel and other assistance provided by the Providence Police Department.

Appendices

Appendix 1: Security Monthly Management Report

Security Section MMR Page 1 Summary

Section 4

Office of Security Operations

SUMMARY

For the month of January 2025, the Public Housing Unit apprehended a total of 0 individuals for a total of 0 criminal offenses. In addition, the officers effected 20 dispersals, issued 49 summons', and attended 43 meetings. The officers of the unit also responded to 164 Providence Police Department radio calls and 42 PHA dispatcher radio calls.

Of the individuals 0 apprehended by the PHU officers, 0 individuals were apprehended in PHA developments for a total of 4 criminal offenses that occurred in the developments. Of the 20 dispersals, 5 were affected in the PHA developments and there were 49 summonses issued in the developments. Of the 164 police department radio calls, 99 were for incidents in the PHA developments. Of the 42 PHA radio calls, 41 were for incidents in the PHA developments.

MONTHLY ARREST SUMMARY

Location	Number of Offenses Reported	Number of Offenses Cleared by Arrest	Number of Individuals Apprehended
PHA Family Developments	3		
PHA Elderly/Disabled High-Rises	1		
Subtotal	4		
Other HUD Locations			
Other City Locations			
Subtotal			
Total for the Month	4		

For the month of January 2025, the following Vehicles 57 were tagged and 20 were towed.

- On 1/9/2025, a Hartford Park tenant was charged with 1 Count of Possession with Intent to Deliver Cocaine and 1 Count of Possession of a Shotgun while Committing a Crime of Violence after an investigation. The information was forwarded to Hartford Park management.
- On 1/15/2024, a Hartford Park tenants boyfriend was charged with 1 Count of Possession with Intent to Deliver Cocaine after an investigation. The information was forwarded to Hartford Park management.
- On 1/24/2025, the RISP charged a SS tenant with 1 Count of Possession of Child Pornography after an investigation. The information was forwarded to SS management.

Security Section MMR Page 2 Part 1 & 2 Crimes Cleared By Arrest (Month)

PHU MONTHLY PART 1 AND 2 CRIMES CLEARED BY ARREST

Incident	Hartford Park	335 Hartford	Manion Heights	Chad Brown	Roger Williams	Coddling Court	Dexter Manor	Parenti Villa	Kilmarlin Plaza	Dominic a Manor	Carroll Towers	Scattered Sites	Subtotal	Other HUD	Other	Total
PART 1 CRIMES																
Murder																
Rape																
Robbery																
Assault																
B&E																
Larceny																
Motor V. Theft																
Subtotal																
Simple Assault																
Stolen Property																
Malicious Mischief																
Weapons Off																
Prostitution/Vice																
Other Sex offenses																
Narcotics																
Gambling																
Family & Children																
DUI																
Liquor Violations																
Disorderly Conduct																
All Other Offenses																
Subtotal																
Total																
Radio Calls PPD	36	10	22	12	2	4	3	7	2	1			99	58	7	164
Radio Calls PHA	22	10	2	1			2	4					41	1		42
M/V Summons/Tags	35	3	10				1						49			49
Dispersals	2	1	1					1					5	15		20
Lease Violations																
Meetings	2	29											31	1	11	43
Eviction Hearings																
Total	97	53	35	13	2	4	6	12	2	1			225	75	18	318

Security Section MMR Page 3 Part 1 & 2 Crimes Cleared By Arrest (Fiscal YTD)

PHU FY 2025 YEAR TO DATE PART 1 & 2 CRIMES CLEARED BY ARREST

Incident	Hartford Park	335 Hartford	Manion Heights	Chad Brown	Roger Williams	Coddling Court	Dexter Manor	Parenti Villa	Kilmarlin Plaza	Dominic a Manor	Carroll Towers	Scattered Sites	Subtotal	Other HUD	Other	Total
PART 1 CRIMES																
Murder																
Rape																
Robbery																
Assault							1						1			1
B&E																
Larceny																
Motor V. Theft																
Subtotal							1						1			1
Simple Assault	1		2	2									5	4		9
Stolen Property																
Malicious Mischief	1		1				3						5			5
Weapons Off																
Prostitution/Vice																
Other Sex offenses																
Narcotics																
Gambling																
Family & Children																
DUI																
Liquor Violations																
Disorderly Conduct														3		2
All Other Offenses	1			1									2		2	4
Subtotal	3		3	3			3						12	7	2	21
Total	3		3	3			4						13	7	2	22
Radio Calls PPD	310	92	155	119	19	36	48	38	21	10	1	8	857	401	138	1396
Radio Calls PHA	163	88	41	45	9	5	20	28	12	7	4	1	423	10	5	438
M/V Summons/Tags	263	78	24	11		3	2	8		4			393	6		399
Dispersals	6	10	33	7	6	1	9	6		1			79	56	6	141
Lease Violations																
Meetings	2	214	15	9					1				241	7	66	314
Eviction Hearings																
Total	744	482	268	191	34	45	79	80	34	22	5	9	1993	480	215	2688

Security Section MMR Page 4 Crime and Incident Report (Month)

PHU MONTHLY CRIME AND INCIDENT REPORT

Incident	Hartford Park	335 Hartford	Manion Heights	Chad Brown	Roger Williams	Coddling Court	Dexter Manor	Parenti Villa	Kilmarlin Plaza	Dominica Manor	Carroll Towers	Scattered Sites	Subtotal	Other HUD	Other	Total
PART 1 CRIMES																
Murder																
Rape																
Robbery																
Assault																
B&E																
Larceny				1			1						2			2
Motor V. Theft																
Subtotal																
Simple Assault																
Stolen Property																
Malicious Mischief	1												1			1
Weapons Off																
Prostitution/Vice																
Other Sex offenses																
Narcotics																
Gambling																
Family & Children																
DUI																
Liquor Violations																
Disorderly Conduct																
All Other Offenses			1										1			1
Subtotal	1		1										2			2
Total	1		1	1			1						4			4

Security Section MMR Page 5 Crime and Incident Report (Fiscal YTD)

PHU FY 2025 YEAR TO DATE CRIME AND INCIDENT REPORT

Incident	Hartford Park	335 Hartford	Manion Heights	Chad Brown	Roger Williams	Coddling Court	Dexter Manor	Parenti Villa	Kilmarlin Plaza	Dominica Manor	Carroll Towers	Scattered Sites	Subtotal	Other HUD	Other	Total
PART 1 CRIMES																
Murder																
Rape																
Robbery			1										1			1
Assault	4			1			1						6			6
B&E	1			1		1							3	1		4
Larceny	2	1		1			1			1			6	4	1	11
Motor V. Theft														1		1
Subtotal	7	1	1	3		1	2			1			16	6	1	23
Simple Assault	1	2	3	2					1				9	7		16
Stolen Property																
Malicious Mischief	2		3	2	1		3	1					12			12
Weapons Off	1												1			1
Prostitution/Vice																
Other Sex offenses																
Narcotics																
Gambling																
Family & Children																
DUI																
Liquor Violations																
Disorderly Conduct	1												1	3		4
All Other Offenses	1		1	1									3		2	5
Subtotal	6	2	7	5	1		3	1	1	1			26	10	2	38
Total	13	3	8	8	1	1	5	1	1	1			42	16	3	61

Security Section MMR Page 6 Security Work Order Report

MONTHLY SECURITY WORK ORDER REPORT

Development	Code #1 (Fire/Rescue)	Code #2 (Building)	Code #3 (Criminal)	Code #4 (Civil)	Total Security W/O	Percent	Year-to-Date Total
FAMILY DEVELOPMENTS							
Chad / Ad / Sun	12		22		34	10%	282
Roger Williams	2		1		3	1%	27
Codding Court	4	1	8		13	3%	97
Hartford Park	15	8	24	3	50	15%	428
Manton Heights	5	2	8	1	16	5%	210
Scattered Sites	6		16		22	7%	217
Subtotal	44	11	79	4	138	41%	1261
335 Hartford Tower	17	2	8	5	32	9%	155
Dexter Manor I - II	21	5	6	32	64	19%	482
Dominica Manor	13	1	3	7	24	7%	156
Carroll Tower	18	2	1	9	30	9%	171
Kilmartin Plaza	3	2	5	12	22	7%	156
Parenti Villa	14	1	6	7	28	8%	250
Subtotal	86	13	29	72	200	59%	1370
Total	130	24	108	76	338		
Percent	38%	7%	32%	23%	100%		
Year to Date	960	177	829	665			2631

Code Definitions

CODE #1

The number of responses by the fire department to fires, fire alarms or medical emergencies.

CODE #3

An act or incident requiring the presence of a uniformed Providence Police Officer not entered on the PHU Daily Activity Report. Usually, a call monitored on a scanner by the PHA Security Monitor or called into the PPD by the Monitor when the PHU officers are off duty.

CODE #2

Violations of the building's security regulations, such as exiting an emergency door, or leaving an apartment door open. Usually detected and reported by PHA security guards or the Security Monitors.

CODE #4

An act or incident, such as a minor disturbance between residents that the PHA Security Officer can resolve without the police. Also includes security or safety concerns/issues reported by the security guards.

Security Section MMR Page 7 Fraud Investigation Report & BCI Checks

MONTHLY FRAUD INVESTIGATION REPORT

Development	Investigations Received	Investigations Cleared	Investigations Determined Unfounded	Previously Outstanding Investigations Cleared	Investigations Referred for Follow-up	Total Cleared	Total Active
FAMILY DEVELOPMENTS							
Hartford	2	2				2	
Manton							
Chad Brown							
Roger Williams							
Codding Court							
Scattered Sites	1	1				1	
Sub-Total	3	3				3	
335 Hartford Tower							
Dexter 1 & 2							
Dominica Manor							
Carroll Tower							
Kilmartin Plaza							
Parenti Villa							
Subtotal							
Section-8							
Sub-Total							
MONTHLY Total	3	3				3	
Year-To-Date Total	14	14				14	N/A

Security Section MMR Page 8 Access Cards Issued Report
MONTHLY BCI CHECKS

Number New Employee BCI Checks	Number New Housing Applicant Checks	Total BCI Check Requests Received	Total Completed	Total Applicants Fingerprinted This Month
2	114	118	118	13

* IN ADDITION, NCIC WARRANT CHECKS WERE CONDUCTED. TOTAL OF FOR FY 2025*

BCI CHECKS YEAR-TO-DATE

Number New Employee BCI Checks	Number New Housing Applicant Checks	Total BCI Check Requests Received	Total Completed	Total Applicants Fingerprinted (FY)
21	933	951	951	60

MONTHLY ACCESS CARDS ISSUED

Number Access Cards Issued to Employees	Number Access Cards Issued To Tenants	Total Access Cards Issued This Month
5	39	44

ACCESS CARDS ISSUED YEAR TO DATE

Number Access Cards Issued to Employees	Number Access Cards Issued To Tenants	Total Access Cards Issued Year to Date
84	657	740

VOCA

PHA/Security Referral	PPD Officer Referral	Other Referral
29	29	

VOCA FY YEAR TO DATE

PHA/Security Referral	PPD Officer Referral	Other Referral
294	294	

Appendix 2: Primary Daily, Weekly, Monthly & Annual Duties & Responsibilities

Time Frame	Staff	Task
Daily	PHU Officers	Patrol all assigned developments
Daily	PHU Officers	Submit a Daily Activity Report
Daily	Security Guards	Patrol all assigned high-rises
Daily	Security Guards	Submit an Activity Report
Daily	Monitors & Directors	Record Activity Info into databases
Daily	Directors	Review activity sheets and update monthly tally sheets
Daily	Monitors	E-Mail information of a serious nature to involved staff
Daily	Monitors	Conduct Preliminary Criminal Background Checks
Daily	Monitors	Produce Access Cards
Daily	Monitors	Search PPD Computer and print related reports
Daily	Monitors	Fax Police Reports to PHA and other management
Daily	Monitors	Office cleaning/upkeep as required
Monday	Directors & Monitors	Produce Weekly Activity Report & E-Mail to select PHA Staff
Monday	Directors	Adjust staff time sheets and report changes to Finance
Monday	Directors	PHU and Security Time Reports to Ex. Dir. & Finance
Monday	Directors	Print current week time sheets and distribute
Wednesday	Directors	Fingerprint applicants for thorough Criminal Background Ck
Thursday	Directors	Produce, print, and distribute schedules to security staff
Friday	Directors	Compile and submit time sheets to Finance
2 x Monthly	Monitors	Complete Security Systems check
Monthly	Monitors	Database search to identify problems

Monthly	Directors	Complete and submit Security Section MMR
Quarterly	Directors	Update Goals management Plan
Annually	Directors	Complete Fiscal Year Annual Report
Annually	Directors	Complete Calendar Year Report (If Required)

Appendix 3: Staff Primary Duty Descriptions

Staff	Primary Duty
Public Housing Unit Officers	Provide policing services for the PHA and other public housing developments located in the City. Specifically assigned by the PPD to the PHA
Security Dispatch Monitors	Monitoring of the PHA security system, conducting criminal background checks, processing access cards, maintaining and up-keeping of the security office and equipment, administration duties as assigned and maintaining and updating all informational databases on a daily basis. Refer calls for service to police/fire departments. Provide replacements for a vacant Facilities Management dispatch shift
Security Guards	Patrolling and securing of the PHA elderly/disabled high-rises
Security Department Director and Associate Director	Supervision of security personnel and overseeing of police operations. Producing reports (weekly, monthly & annual) as required and performing all other administrative duties. Fingerprinting of tenant applicants when required.
Fraud Investigator	Investigating Fraud complaints
Contracted Security Services	Provide security guard services to augment existing Office of Security Services staff to meet special needs.

Appendix 4: High-rise Security Model

See attached



2024 HIGH-RISE **SECURITY MODEL**



Appendix 4

**PHA Office of
Security
Services**

Director
and
Associate
Director

2 Dispatch
staff

**Providence
Police
Department
Public
Housing Unit**

Supervising
Sergeant

4 Assigned
Officers

**NESS
Security
Services**

Third shift
guards

Security for
capital
projects

11 guards



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FIRST SHIFT

8:00 AM - 4:00 PM

2 Stationary Guards

Dexter
Manor

Kilmartin
Plaza

1 Roving Guard

Carroll
Tower

Dominica
Manor

Hartford
Park
Tower

Parenti
Villa

- ♦ **PHA Security augmented by NESS Guards for capital projects during first shift.**
- ♦ **Guards work with PM and FM staff to plan and execute security strategies.**

SECOND SHIFT

4:00 PM - 12:00 AM

3 roving guards rotate through the buildings throughout the shift

Carroll
Tower

Dexter
Manor

Dominica
Manor

Hartford
Park
Tower

Kilmartin
Plaza

Parenti
Villa

- ♦ **Check-in with PM at the start of the shift**
- ♦ **Communication with Dispatch**
- ♦ **Back up by PHU**

- ♦ **Walk through of the buildings**
- ♦ **Stairwell checks**
- ♦ **Patrolling parking lots**
- ♦ **Building relationships**



THIRD SHIFT

**1 Stationary NESS
Guard
11:00 PM - 7:00 AM**

**2 Roving Guards
12:00 PM - 8:00 AM**

Dexter
Manor

Kilmartin
Plaza

Hartford
Park
Tower

Carroll
Tower

Dominica
Manor

Parenti
Villa

Throughout the shift, guards enforce parking policy, conduct building walk throughs, back up NESS staff, and follow-up on PM and FM security requests.

2025 High Rise Security Model



Providence Housing Authority

Appendix 4



MISSION

PHA strives to provide residents and staff with the highest level of safety and security at all PHA properties

MODEL

Team of PHA Office of Security Operations personnel, law enforcement, and contracted security

PHA Office of Security Services

- Director and Associate Director
- 2 Dispatch staff
- 11 guards

Providence Police Department

Public Housing Unit

- Supervising Sergeant
- 4 Assigned Officers

NESS Security Services

- Third shift guards
- Security for capital projects

FIRST SHIFT

8:00 AM - 4:00 PM

2 Stationary Guards

Dexter Manor

Kill Martin

1 Roving Guard

Carroll Tower

Dominica Manor

Hartford Park
Tower

Parenti Villa



- PHA Security augmented by NESS Guards for capital projects during first shift.
- Guards work with PM and FM staff to plan and execute security strategies.



SECOND SHIFT

8:00 AM - 4:00 PM

3 roving guards rotate through the buildings throughout the shift

Carroll Tower	Dexter Manor	Dominica Manor	Hartford Park Tower	Kilmartin Plaza	Parenti Villa
------------------	-----------------	-------------------	---------------------------	--------------------	------------------

- Check-in with PM at the start of the shift
- Communication with Dispatch
- Back up by PHU
- Walk through the buildings
- Stairwell checks
- Patrolling parking lots
- Building relationships

THIRD SHIFT



1 Stationary NESS Guard

11:00 PM - 7:00 AM

Dexter Manor

Kilmartin Plaza

Hartford Park Tower

2 Roving Guards

12:00 PM - 8:00 AM

Carroll Tower

Dominica Manor

Parenti Villa

Throughout the shift, guards enforce parking policy, conduct building walk throughs, back up NESS staff, and follow-up on PM and FM security requests.

2025 High Rise Security Model



Providence Housing Authority

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FIRST SHIFT

8:00 AM - 4:00 PM

2 Stationary Guards

Dexter Manor

Kill Martin

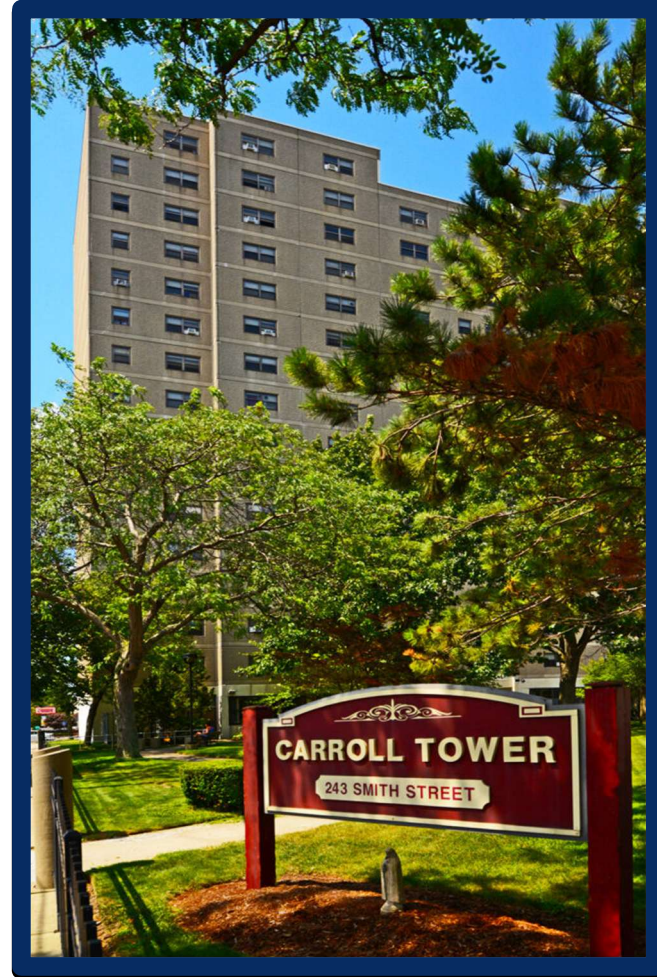
1 Roving Guard

Carroll Tower

Dominica Manor

Hartford Park
Tower

Parenti Villa



- PHA Security augmented by NESS Guards for capital projects during first shift.
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8:00 AM - 4:00 PM

3 roving guards rotate through the buildings throughout the shift

Carroll Tower	Dexter Manor	Dominica Manor	Hartford Park Tower	Kilmartin Plaza	Parenti Villa
------------------	-----------------	-------------------	---------------------------	--------------------	------------------

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11:00 PM - 7:00 AM

Dexter Manor

Kilmartin Plaza

Hartford Park Tower

2 Roving Guards

12:00 PM - 8:00 AM

Carroll Tower

Dominica Manor

Parenti Villa

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