



2025  
Impact  
Report

# Meet the Board



**Thomas J. Ryan, Esq.**  
Chair



**Nicole R. Clement, Esq.**  
Vice Chair



**Toni D. Akin**  
Commissioner



**Lawrence D'Alfonso**  
Resident Commissioner



**Siri Colom**  
Commissioner



**Jordan Day**  
Commissioner



**Lonzie Doggett**  
Resident Commissioner



**Lauren E. Hill Esq.**  
Commissioner



**Honorable  
Mary Kay Harris**  
Commissioner



**Vivian Medina**  
Resident Commissioner



**Honorable  
Justin Roias**  
Commissioner

# Letter from the Executive Director and Chair of the Board

Dear Friends:

We are pleased to provide you with our 2025 Annual Report that outlines the significant achievements of the Providence Housing Authority (PHA) in a time of challenge, change and opportunity. As we take a moment to reflect on our progress over the past year, we are excited to share significant opportunities and new pathways that have emerged for our organization. When opportunity knocked in 2025, the PHA was poised to answer the door and invite in new partnerships that supported us in propelling our mission and vision forward.

One of our most thrilling new partnerships in 2025 was engaging with the Boston Celtics Shamrock Foundation and Amica Charitable Foundation to bring access to high-quality early education to children at the Manton Heights public housing development. We were thrilled to have Boston Celtics superstar Jayson Tatum join us for the groundbreaking ceremony in August. Both the PHA and its partners in this over \$3 million endeavor are dedicated to creating a bright future for our children and their families through education and related wrap around services. Also in 2025, PHA, with the support of a \$2.3 HUD grant, launched a new Jobs Plus Program to bring workforce development and economic opportunity programming to the Chad Brown and Admiral Terrace community – the PHA’s oldest public housing development. During challenging economic times in 2025, PHA outreached to and engaged with partners to address issues such as food insecurity and loss of essential benefits.

In 2025 PHA made significant strides in taking action to preserve its aging public housing portfolio through a range of capital improvement projects, completing a physical needs assessment of properties, and hiring staff for the Office of Real Estate Planning and Development. During the year we engaged with city and state partners to explore the feasibility of a Choice Neighborhood Planning grant to transform the Chad Brown Neighborhood and entered into a term sheet agreement with the Rhode Island 195 Commission to explore the construction of new affordable housing on a parcel abutting our Dexter Manor property. This collaborative project includes redeveloping Dexter Manor, our largest high-rise development, to provide our residents with the modern amenities they deserve.

As we look ahead to 2026, we remain committed to harnessing the power of dynamic partnerships and new funding opportunities to deliver on our mission and vision and to continuing to transform lives and our beloved Providence community. The momentum we have built in 2025 is just the beginning, and with your continued support, we stand ready to seize opportunities and make an even more significant impact in 2026.

Sincerely,

*Melissa S. Sanzaro*

Melissa S. Sanzaro  
Executive Director

*Thomas J. Ryan, Esq.*

Thomas J. Ryan, Esq.  
Chair, PHA Board of Commissioners



Thomas J. Ryan, Esq.  
Chairman



Melissa Sanzaro  
Executive Director

# Vision & Mission



## Mission

PHA provides and develops quality and safe affordable housing opportunities and services to address the needs of Rhode Island residents.

## Vision

PHA, working with its residents, will be a best-in-class leader in creating safe, vibrant communities that promote pathways to opportunities and will be a place where people are proud to live and work.

## Strategic Goals

**Goal 1:** Identify and Pursue Opportunities to Expand and Preserve Affordable Housing

**Goal 2:** Provide Safe and Healthy Communities with Pathways to Vibrant Futures

**Goal 3:** Cultivate, Enhance, and Evaluate Strategic Partnerships

**Goal 4:** Continuously Improve PHA Internal Management Operations

# Honoring Nicolas Retsinas

It is with sincere gratitude that we thank Nicolas Retsinas, our former Chairman of the Board of Commissioners, for his dedicated service, wise counsel, and significant contributions to the success of the Providence Housing Authority. After nearly twelve years of service, Chairman Retsinas announced his departure in January 2024.

It is rare for a public housing authority to have within one Commissioner such a vast wealth of knowledge, experience, and commitment to service. Chairman Retsinas holds an AB degree in Economics from New York University, a Master's degree in City Planning from Harvard University, and a Doctorate in Public Service from Rhode Island College. The PHA has been fortunate to have had a Commissioner with a professional background that included roles as the Executive Director of the Rhode Island Housing and Mortgage Finance Corporation, Assistant HUD Secretary for Housing-Federal Housing Commissioner, Director of the United States Treasury Department's Office of Thrift Supervision, Director of the Joint Center for Housing Studies at Harvard University, and a Senior Lecturer in Housing Studies at the John F. Kennedy School of Government and Harvard Graduate School of Design. Additionally, Chairman Retsinas is a well-published author in the areas of housing, community development, and banking policy issues.



**On August 21, 2025, Providence Mayor Brett Smiley appointed Nicolas Retsinas as Chairman Emeritus of the PHA. We are pleased to dedicate this 2025 Annual Report to Chairman Emeritus Retsinas.**

An individual with an appreciation for the value of all people, Chairman Retsinas possesses a natural ability to connect with people from all walks of life. He is as comfortable dedicating a playground in a public housing community as he is navigating the halls of academia and government. Throughout his tenure on the Board of Commissioners, he has served as the PHA's teacher, mentor, motivator, and advocate. He inspired the PHA to establish challenging goals for the organization and deliver quality programming for the vulnerable, low-income families we serve. Our highly successful Jobs Plus workforce development program, the Wellness Resource Center, our partnerships with landlords to preserve existing affordable housing and create more affordable units within the private sector through project-basing vouchers, and our current commitment to reimagining housing are all direct results of his leadership.

*"Nic was exceptional at collecting input, making sure that every board member felt appreciated, and promoting creativity and innovation through a variety of perspectives. Chairman Emeritus Retsinas represented visionary leadership and a commitment to public service, leaving a lasting impact on the Providence Housing Authority and its communities."*

*Thomas J. Ryan, Esq.*

*Chair of the PHA Board of Commissioners*

# Preservation Through Repositioning

In the Providence Housing Authority's (PHA) 2020-2025 Strategic Plan, the Authority restated its longstanding commitment to provide safe and vibrant communities in the City of Providence and identified "the preservation and expansion of affordable housing" as a primary strategic goal of the Authority.

The PHA is embarking on an ambitious, multi-year initiative to revitalize its 2,606 public housing units utilizing various repositioning programs from HUD, Low Income-Housing Tax Credits, and state and local funding sources. Repositioning is a process which "converts" the federal assistance (rental subsidy) a property receives from the Public Housing (Section 9) platform to Section 8 with Project-Based Vouchers (PBVs) or Project Based Rental Assistance (PBRA). The Section 8 platform has traditionally been a more stable and consistent form of federal funding. Throughout the country, public housing repositioning has allowed PHAs to modernize their aging properties, stabilize property revenues, access financing for repairs, complete substantial rehabilitations, demolish or redevelop distressed and obsolete properties, increase resident access to neighborhoods of opportunity, reduce densities of properties, create mixed income communities, and streamline operations.

Concurrent with these repositioning and revitalization projects, PHA is exploring other strategic partnerships and development opportunities to utilize its Faircloth Authority and invest additional and available project-based vouchers to create new affordable PHA units in the City of Providence.



## Current Initiatives and Projects

The Dexter Manor Redevelopment Project, in partnership with the I-195 Commission, plans to rehabilitate a 291-unit public housing building and add up to 100 mixed-income apartments on an abutting parcel of land (Parcel 41) currently owned by the Commission. PHA issued an RFQ for a development partner in October 2025, with partner selection due by Spring 2026 and construction expected to start in 2027 or 2028.

Additionally, PHA is collaborating with the City of Providence to explore converting the former police academy at 200 Chad Brown Street into approximately 20 affordable housing units as a means to revitalize the neighborhood.

PHA manages 244 units of scattered site housing across 122 buildings citywide. PHA is developing a plan for repositioning these properties in a manner that could include converting some of these units into affordable homeownership opportunities.

# PHA Investment in New Affordable Housing Through PBVs

Over the past five years, the PHA has utilized Project-Based Vouchers (PBVs) to increase the number of affordable housing units for extremely low-income households, veterans, seniors, and residents with disabilities. This investment of PBVs helped developers leverage funding to construct nine affordable developments. By collaborating with mission-driven partners and actively engaging with the community, PHA ensures that affordable housing reflects the needs of its residents. This partnership showcases the transformative impact of organizations working together toward a common goal.

## Affordable Housing Partners

### Copley Chambers I

*Marathon Development*

### Copley Chambers II & III

*Marathon Development*

### Jordan Caffey Apartments

*OMNI Development Corporation*

### Joseph Caffey Apartments

*OMNI Development Corporation*

### Newport Apartments

*OMNI Development Corporation*

### Parcel 9 - Phase 1 (Tempo)

*Pennrose Development*

### Parcel 9 - Phase 2

*Pennrose Development*

### Pine Street Health and Housing

*Crossroads Rhode Island*

### Summer Street Apartments

*Crossroads Rhode Island*



**\$28,843,277**

*Subsidy value over 20 years*



**74**

*PBV Units Across all New Developments*



**471**

*New Units Leveraged by PBVs*

## Crossroads and the Summer Street Apartments



A prime example of the impact of PHA’s PBV strategy is its partnership with Crossroads RI for the Summer Street Apartments. By combining Housing Choice Voucher PBVs with Veteran’s Affairs Supportive Housing (VASH) PBVs, PHA assisted Crossroads in leveraging other sources of funding. Incorporating PBVs early in financing plans allowed Crossroads to maximize capital sources. On October 10, 2025, Crossroads opened this new supportive housing for formerly homeless individuals earning at or below 30% of the Area Median Income.

*“PHA is the perfect partner that every housing developer dreams of— responsive, mission-driven, and fully committed to long-term affordability. Their PBV investment in Summer Street Apartments not only filled a funding gap but also made the entire project possible. We are truly thankful for this partnership, as it has made a remarkable impact on the people we serve and in our community.”*

*— Michelle Wilcox, Executive Director of Crossroads Rhode Island*

# Jobs Plus Initiative Program

PHA has, for the second time in a decade, received a highly competitive HUD Jobs Plus grant award - a \$2.3 million, three-year award. This initiative will implement workforce development and economic opportunity programs within the Chad Brown and Admiral Terrace developments.

- The program officially launched in February 2025.
- Chad Brown and Admiral Terrace are home to 970 Providence residents.
- Currently, the average annual household income for residents in these public housing developments is \$18,509, highlighting the urgent need for robust initiatives to combat ongoing poverty.



The Jobs Plus Program is an employment-focused strategy designed to enhance economic mobility for public housing residents through three primary components:

- *Employment-Related Services*: Work-readiness training, job placement, educational advancement, technology skills, employer connections, and financial counseling.
- *Financial Incentives*: A 100% earned income disregard for up to 48 months.
- *Community Support for Work*: Fostering a culture of employment and economic stability.



83

Residents Assisted



37

Residents Newly Employed



78

Residents Engaged in Supportive Services

## Inspiring Success: Lidia Binett's Journey



Prior to joining the Jobs Plus program, Lidia Bennett worked part time as a homemaker services provider. Since enrolling in Jobs Plus, she has become employed full time. A desire to find stability and growth motivated her to join Jobs Plus. With the guidance of her Employment Case Manager, she is now pursuing English as a Second Language (ESL), is concentrating on financial literacy with assistance from the Jobs Plus financial counselor, and is participating in range of services designed to strengthen her family. Regular check-ins with her Employment Case Manager support her journey with Jobs Plus and help pave the way for a brighter future for her family.

“

*The Jobs Plus program has aided my personal and professional growth and helped me save money for a car essential for commuting and childcare. - Lidia Binett*

Left to Right: Neiba Rodriguez JPP Case Manager and Lidia Binett

# Wellness Through Creativity: Artful Wellness Project



Residents across PHA high-rise developments have been actively participating in community art classes over the past year. These sessions have become more than a creative outlet; they've offered healing, self-expression, and meaningful support for mental well-being. Many participants have shared that the classes help reduce stress, lift their spirits, and provide a welcome break from daily challenges. One resident noted, "These art classes have been a lifeline for me. They help me unwind and connect with others who share similar interests." The program has also encouraged residents to connect with their neighbors. Some even arrive early to help set up or simply enjoy each other's company, and attendance continues to grow each week. This enthusiasm shows how art can strengthen community and promote wellness. In September 2025, PHA launched the Artful Wellness Program. In this enhanced art program, the classes are combined with wellness presentations from the PHA's Community Health Workers. The program is funded by a grant from the City of Providence Department of Art, Culture, and Tourism and donations to Providence Community Opportunity Corporation, the PHA's nonprofit affiliate.



## Meet Michel - Art Instructor

Michel is an art teacher at the Community College of Rhode Island (CCRI) and a resident of PHA. His passion for art, nurtured by his creative parents, led him to earn a master's degree from the California Institute of the Arts. He found fulfillment in teaching drawing and English at CCRI, where students appreciate his welcoming and encouraging classes. Michel emphasizes the healing and unifying power of art, stating it opens minds and builds relationships. His own artwork is conceptual, political, and abstract, aimed at challenging perceptions and fostering dialogue.

The PHA thanks Michel for sharing his talent as an art instructor in our *Artful Wellness* program.

# A Team Approach to Increasing Access to Early Childhood Education

In early 2024, PHA Executive Director Melissa Sanzaro received an intriguing call from Kash Cannon, Senior Director of Community Engagement for the Boston Celtics, in which she proposed exploration of a partnership to bring access to high quality early education to the residents at the PHA's Manton Heights public housing development. That initial call resulted in a



formal partnership with the Boston Celtics Shamrock Foundation and Amica Charitable Foundation and an investment of over \$3 million over the next four years. This funding will support operations and renovations and construction at the space that will be home to the Manton Heights Early Education Center. The Center, expected to open in the summer of 2026, will serve 42 children aged 18 months to 5 years and provide wrap around services to the children and their families. We and our partners believe that every child deserves a strong start and that every family deserves the resources to thrive. The Manton Heights Early Education Center represents an important step towards that vision.

*"With the right people in our life, we have everything we need to go after the dreams that we want to go after and to achieve the goals that we want to achieve. I think it's important today that the kids know that."*  
- Boston Celtics Coach Joe Mazzulla

*"At Amica, supporting and uplifting communities is a fundamental aspect of our organization. We take pride in being an entity that emphasizes care—caring for families, children, and nurturing the future we can create together."* — Ted Shallcross, CEO of Amica Insurance

## Kash's Cannon: From PHA Roots to Celtics Impact

Kash Cannon, a former resident of the PHA, spent her early years at Chad Brown. Members of her extended family have resided in Manton for many years, she holds dear the memories of playing there. Manton remains home to several childhood friends. She made a remarkable advancement in her life journey. Now serving as the Senior Director of Community Engagement at the Boston Celtics, Kash has fond memories of playing at the Manton Heights gym. This project not only connects her past experiences to her present role but also highlights the profound impact that access to high quality early education and family support can have on individuals' lives. Her journey from a start at PHA housing to championing efforts that will enhance the lives of current residents serves as an inspiring testament to the strength of resilience and the importance of giving back.



# Celebrating a Hero and Giving Back to the Community

## Honoring Sgt. Timothy Giblin: A Legacy of Service



Growing up in the PHA's Hartford Park public housing development, Valerie and Timothy Giblin never envisioned the paths their lives would take. Timothy became Sgt. Timothy Giblin in the United States Marine Corps and served his country on a peacekeeping mission in Beirut, Lebanon. On October 23, 1983, Sgt. Giblin was killed in the terrorist bombing of the Marine Corps barracks in Beirut, leaving behind his widow Valerie and their young daughter Tiffany.

For the past 42 years, Valerie and the Giblin family have dedicated themselves to honoring the memory and legacy of Sgt. Giblin's sacrifice and service. One of their significant initiatives is an annual Christmas toy drive. Never forgetting her family's roots and the place where she and Sgt. Giblin first met, Valerie decided in 2022 to make the children of Hartford Park the beneficiaries of her annual Christmas toy drive. This toy drive is a major undertaking, involving networking with former residents of Hartford Park, labor unions, family and friends, business contacts, and the community for donations.



Left to Right: Bob Boisvert, Valerie Giblin, Mayor Brett Smiley, PHA Executive Director Melissa Sanzaro

On December 13, 2025, Valerie and Team Giblin descended on Hartford Park for a Christmas toy giveaway event honoring Sgt. Giblin. Valerie's grandchildren served as elves curating specially chosen gifts for Santa to give to each child. By the end of the event, 171 children received gifts from Santa and enjoyed cookies and hot chocolate. The Providence Housing Authority and the Hartford Park Residents Association are honored that the Giblin family has chosen our community as a place to remember Sgt. Giblin.

# Mitigating Risk and Prioritizing Safety

The PHA is dedicated to fostering a safe and healthy workplace for our employees while also enhancing the well-being of the communities we serve. Over the past several years, PHA has significantly strengthened our approach to workplace safety through active leadership engagement, interdepartmental collaboration, and a commitment to continuous improvement. At PHA, safety is not viewed as a separate initiative; rather, it is seamlessly integrated into our daily operations, strategic planning, and employee training.

## Leadership and Accountability



PHA's leadership has established workplace safety as a collective organizational responsibility. Safety considerations are embedded in decision-making processes at all levels, thereby reinforcing accountability and transparency across departments. "Safety is a core value at PHA," stated Executive Director Melissa Sanzaro. "When leadership prioritizes safety, employees feel supported and empowered to take ownership in their work." The Human Resources, Property Management, Facilities Maintenance departments and the Office of Security Operations collaborate to review and enhance safety policies, procedures, and training. Safety goals are aligned with PHA's strategic plan and are regularly assessed to ensure their effectiveness.

## Safety in Daily Operations

PHA has formed an Interdepartmental Safety Committee and Risk Management Team that convene monthly to review workplace incidents, analyze trends, and recommend corrective actions. These meetings facilitate consistent oversight and promote data-informed decision-making. Managers and supervisors receive ongoing training in accident investigation, documentation, and root cause analysis, thereby bolstering PHA's capacity to prevent recurring incidents. Safety initiatives also extend to resident-related incidents through routine inspections and preventive maintenance practices.



## Supporting Employee Recovery and Well-Being

PHA is creating a Stay-at-Work/Return-to-Work program with modified-duty options for employees recovering from injuries, thereby promoting retention, productivity, and safe reintegration. Annual safety training covers ergonomics, defensive driving, and injury prevention, with recent sessions on stretching and safe lifting. HR Director Kimberly Dawley regularly highlights the need for employee engagement in safety, urging staff to report concerns and share observations.

# Maximizing Fiscal Performance Through Energy Initiatives

At PHA, we have engaged with partners to enhance energy conservation aimed at increasing our savings and managing expenditures more effectively. By concentrating on critical areas for improvement, we have partnered with organizations on two new initiatives designed to reduce energy costs throughout our developments.

## Carroll Tower Energy Partnership



Carroll Tower is a 16-story public housing high-rise dedicated exclusively to seniors, conveniently located near the Capitol building on Smith Street in Providence. The current heating system in the building is both costly and inefficient for the PHA. In partnership with Gradient, a heat pump technology company that has successfully integrated its systems into public housing facilities in other areas of the country, we are excited to introduce this new initiative. The project involves installation of cold climate window heat pumps - a highly anticipated upgrade for the residents of Carroll Tower. The Carroll Tower project is the largest known installation of this technology to date in the U.S. Envr Air, a New England company of plug-and-play HVAC solutions, served as the project installer. The team completed the 281-unit installation in just 12 days, demonstrating how streamlined building

electrification can be without the need for refrigerant lines or extensive construction. Valued at \$1,000,000, the installation comes at no cost to the PHA. This partnership is set to improve living conditions for Carroll Tower residents while demonstrating the potential of advanced heat pump technology through savings tracking. Through this initiative, both the PHA and Gradient aim to enhance energy efficiency and establish a new benchmark for sustainable technology in cold climates. The project is expected to significantly lower heating costs while ensuring a more comfortable living environment during harsh winter months.

## Solar Farm Energy Conservation Across PHA Developments

In partnership with The Public Housing Association of Rhode Island (PHARI), the PHA stands alongside nine other housing authorities in this solar farm initiative. This partnership initiative will have a profound effect on PHA's electricity savings.

Through the net metering program, PHA gains virtual credits generated by shared solar systems, retaining 42% of these credits. This results in reduced monthly supply charges on PHA's Rhode Island Energy bill, effectively lowering the authority's overall operating costs.

This arrangement brings substantial financial advantages. Projections from PHARI's energy consultant suggest that energy-cost reductions across all participating housing authorities will exceed \$35 million over the next two decades.

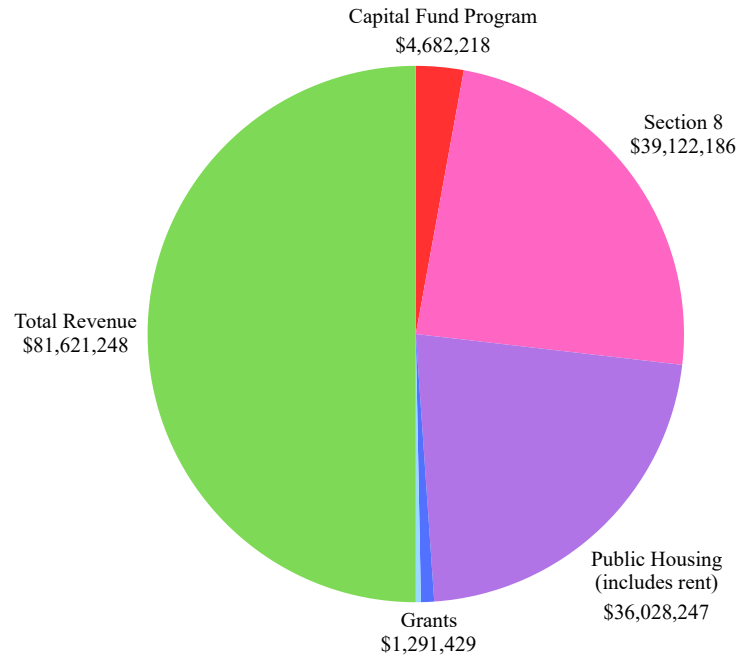


# Fiscal Year 2024 Revenue & Expenses

## REVENUE

Capital Fund Program.....	\$4,682,218
Section 8.....	\$39,122,186
Public Housing (includes rent).....	\$36,028,247
General.....	\$3,267,218
Grants.....	\$1,291,429
Other Programs.....	\$497,168

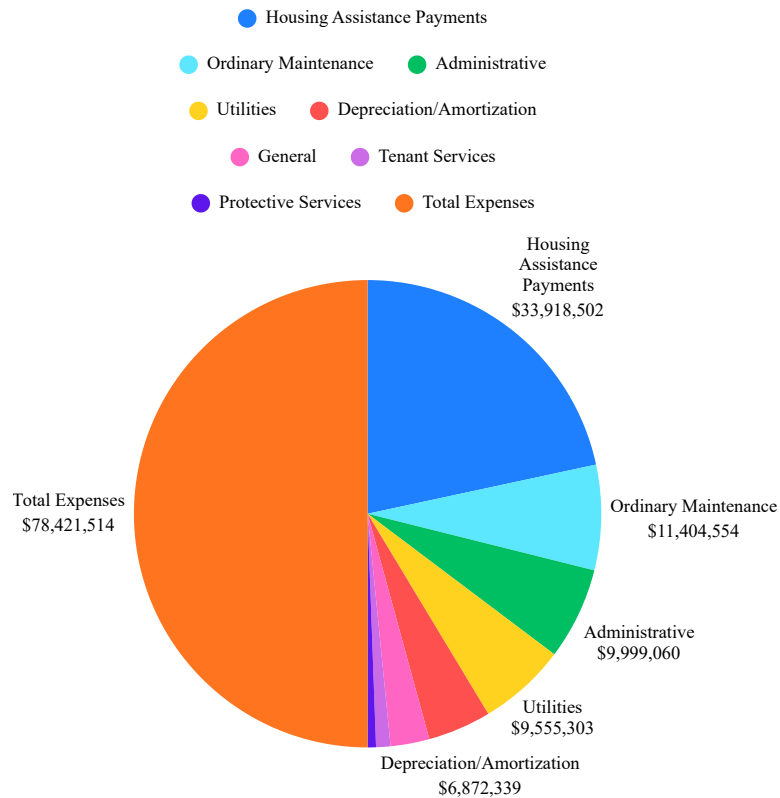
Total Revenue.....\$81,621,248



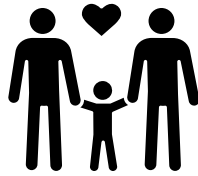
## EXPENSES

Housing Assistance Payments.....	\$33,918,502
Ordinary Maintenance.....	\$11,404,554
Administrative.....	\$9,999,060
Utilities.....	\$9,555,303
Depreciation/Amortization.....	\$6,872,339
General.....	\$4,212,827
Tenant Services.....	\$1,560,344
Protective Services.....	\$898,585

Total Expenses.....\$78,421,514



# The Influence of PHA in Our Community



**11,288**

Providence Residents Receiving Housing in Rhode Island through PHA



**\$387,465**

Escrow Amount Paid to FSS Graduates



**147**

FSS Participants



**219**

Veterans Affairs Supportive Housing (VASH) Vouchers



**48**

HCV Families Using A Voucher to Support Homeownership



**\$1.34 Million**

Value of Facilities Maintenance Contracts



**868**

Residents Served by PHA's Community Health Worker Program



**2,522**

Applicants on Public Housing Waiting List



**17,595**

Applicants on Section 8 Program Waiting List



**33 Million**

HAP Payments for Landlords



**213**

Employees at PHA



Providence  
 **pha**  
Housing Authority

 100 Broad Steet, Providence RI 02903

 (401) 751-6400

 [www.provhousing.org](http://www.provhousing.org)

 Providence Housing Authority