



**5.2 Goals and Objectives.** Identify the PHA's quantifiable goals and objectives that will enable the PHA to serve the needs of low-income and very low-income, and extremely low-income families for the next five years. Include a report on the progress the PHA has made in meeting the goals and objectives described in the previous 5-Year Plan.

**PHA Goals:**

- **Expand the supply of assisted housing:** *The THA will increase the availability of decent, safe and affordable housing by:*
  - *Applying for 9% tax credits to complete modernization at Page Homes and Frazier Courts;*
  - *Create additional housing opportunities through leveraging replacement housing funds to increase inventory via Applying for FY10 HOPE VI funding for Miller Homes development;*
  - *Leverage RHF dollars and HOPE VI funding to acquire and develop scattered site housing throughout the City of Trenton;*
  - *Acquire additional properties by applying for Neighborhood Stabilization Program funds to acquire and rehab foreclosed property in the City of Trenton. New properties will be managed by Trenton Housing Authority.*
- **Improve the quality of assisted housing:** *The THA will improve the quality of assisted housing by improving the public housing management score over the next two years;*
  - *Improving the quality and timeliness of maintenance repairs through implementation of an effective and efficient maintenance supply system;*
  - *Improve tracking of timely work order completion and follow-up inspections of completed maintenance repairs;*
- **Provide an improved living environment:**
  - *Implement a comprehensive camera system into all facilities to ensure we meet our goals of safe housing;*
  - *In addition, keyless entry pads and "A" phones will be incorporated into all buildings with three story walk-ups; This will permit tenants to see visitors before allowing them access*
  - *Improve preventive and routine maintenance management programs;*
  - *Complete renovation or modernization of 1,576 public housing units utilizing CFP and ARRA funding;*
  - *Implementation of Energy Performance Contract immediately replacing all windows, toilets, shower and faucet heads as well as identify underground water leaks reducing utility costs and making living space more comfortable.*
- **To Promote self-sufficiency and asset development of families and individuals:**
  - *THA will apply for related grants to obtain additional staff support (eg. ROSS); Apply for related grants to obtain additional staff support;*
  - *Homeownership training,*
  - *Green jobs training initiative*
  - *Literacy training.*
  - *Apply for a youthbuild grant from the DOJ to train residents in public housing for job opportunities.*
- **To ensure equal opportunity in Housing for all Americans:**
  - *THA will undertake affirmative measures to provide a suitable living environment for families living in assisted housing, regardless of race, color, religion national origin, sex, familial status, and disability;*
  - *Undertake affirmative measures to ensure accessible housing to persons with all varieties of disabilities regardless of unit size required.*

## PHA Plan Update

- (a) Identify all PHA Plan elements that have been revised by the PHA since its last Annual Plan submission:
- (b) Identify the specific location(s) where the public may obtain copies of the 5-Year and Annual PHA Plan. For a complete list of PHA Plan elements, see Section 6.0 of the instructions.

*a) The following elements have been revised by the THA since its last annual plan submission:*

**Financial Resources:** (SEE ATTACHMENT A)

**Safety and Crime Prevention:** *The need is predicated upon the High incidence of violent and/or drug-related crime in some or all of the PHA's developments and High incidence of violent and/or drug-related crime in the areas surrounding or adjacent to the PHA's developments. Residents are fearful for their safety and/or the safety of their children And People on waiting list unwilling to move into one or more developments due to perceived and/or actual levels of violent and/or drug-related crime*

*To combat the above the THA has Contracted with outside and/or resident organizations for the provision of crime- and/or drug-prevention activities as well as Crime Prevention activities through Environmental Design with a number of city and THA sponsored Activities targeted to at-risk youth, adults, or seniors. In addition the THA has its own Employment of Security Guards and has Contracted Security Guards for 24 X 7 at all Senior buildings. The THA has installed Security Cameras through out all developments and constructed a manned 24 X 7 Security Command Center where residents can call in problems. The Installation of Keyless entry systems and Video phones for tenants in three-story walk-ups had greatly assisted in controlling intruder entry.*

6.0

*Coordination with precincts includes Police involvement in development, implementation, and/or ongoing evaluation of drug-elimination plans as well as involvement in the location of cameras. Police provide crime data to housing authority staff for analysis and action and Police regularly meet with the THA management and residents. There is an Agreement between THA and local law enforcement agency for provision of above-baseline law enforcement services along with the Coordination of sharing video links from THA 24x7 Security Command Center to the Police Command Center for high crime areas. Monthly meetings with Senior police department and THA leaders are ongoing to reduce crime and prevent drug related activities. A hot line is established between the THA and the police to combat problems and THA is coordinating with local officers to share video feeds to the patrol cars for "virtual tours" of the developments.*

**Fiscal Year Audit:** (SEE ATTACHMENTS B)

**Asset Management:** *THA has a number of asset management activities underway which include Development-based accounting and budget reporting against that model. THA coordinates comprehensive stock assessment and asset based budgeting and reporting seminars held by outside fee accountants for managers and Assistant managers. Monthly budget updates for the Managers by AMP to track spending activities. Implementation of daily on-line reporting of site-based metrics to measure against HUD criteria to enable immediate resolution or redirecting of problem areas.*

**Violence Against Woman Act (VAWA):** (SEE ATTACHMENT W)

- b) The Plan can be obtained at the main administrative office of the PHA and the PHA development management offices.*

7.0	<p><b>Hope VI, Mixed Finance Modernization or Development, Demolition and/or Disposition, Conversion of Public Housing, Homeownership Programs, and Project-based Vouchers.</b> <i>Include statements related to these programs as applicable.</i></p> <p><i>THA is filing a HOPE VI Revitalization grant on or before November 17, 2009. The site is the Miller Homes Neighborhood Redevelopment area. In addition, THA will be engaging in mixed-financed development activities associated with the Hope VI application. The THA plans to conduct the demolition of the site predicated upon the filing and an award of the HOPE VI Application (pursuant to section 18 of the U.S. Housing Act of 1937 (42 U.S.C. 1437p)). The Development name is Miller Homes NJ005000005P. The Application has been approved for demolition as of 09/13/04. The nNumber of units affected is 256 and the total site is slotted for demolition as described in the HOPE VI Application.</i></p> <p><i>In addition, the THA owns a warehouse located at 220 Southard St. (non-residential facility) with no project development number. The THA will be making Application for disposition of the total facility including the land. The targeted submittal date is prior to 12/21/09; The THA has planned to begin disposition proceedings January 2010 with sale concluded on or before June 30, 2010.</i></p>
8.0	<p><b>Capital Improvements.</b> Please complete Parts 8.1 through 8.3, as applicable.</p>
8.1	<p><b>Capital Fund Program Annual Statement/Performance and Evaluation Report.</b> As part of the PHA 5-Year and Annual Plan, annually complete and submit the <i>Capital Fund Program Annual Statement/Performance and Evaluation Report</i>, form HUD-50075.1, for each current and open CFP grant and CFFP financing.</p> <p><i>SEE ATTACHMENTS: form HUD 50075.1</i></p>
8.2	<p><b>Capital Fund Program Five-Year Action Plan.</b> As part of the submission of the Annual Plan, PHAs must complete and submit the <i>Capital Fund Program Five-Year Action Plan</i>, form HUD-50075.2, and subsequent annual updates (on a rolling basis, e.g., drop current year, and add latest year for a five year period). Large capital items must be included in the Five-Year Action Plan.</p> <p><i>SEE ATTACHMENTS: form HUD 50075.2</i></p>
8.3	<p><b>Capital Fund Financing Program (CFFP).</b></p> <p><input type="checkbox"/> Check if the PHA proposes to use any portion of its Capital Fund Program (CFP)/Replacement Housing Factor (RHF) to repay debt incurred to finance capital improvements.</p>
9.0	<p><b>Housing Needs.</b> Based on information provided by the applicable Consolidated Plan, information provided by HUD, and other generally available data, make a reasonable effort to identify the housing needs of the low-income, very low-income, and extremely low-income families who reside in the jurisdiction served by the PHA, including elderly families, families with disabilities, and households of various races and ethnic groups, and other families who are on the public housing and Section 8 tenant-based assistance waiting lists. The identification of housing needs must address issues of affordability, supply, quality, accessibility, size of units, and location.</p> <p><i>SEE ATTACHMENTS C</i></p>

**Strategy for Addressing Housing Needs.** Provide a brief description of the PHA's strategy for addressing the housing needs of families in the jurisdiction and on the waiting list in the upcoming year. **Note: Small, Section 8 only, and High Performing PHAs complete only for Annual Plan submission with the 5-Year Plan.**

**Strategy:**

9.1

- *To maximize the number of affordable units available to the PHA within its current resources by:*
  - *Employing effective maintenance and management policies to minimize the number of public housing units off-line;*
  - *Reduce turnover time for vacated public housing units;*
  - *Reduce time to renovate public housing units;*
  - *Seek replacement of public housing units lost to the inventory through mixed finance development;*
  - *Undertake measures to ensure access to affordable housing among families assisted by the PHA;*
  - *Participate in the Consolidated Plan development process to ensure coordination with broader community strategies.*
- *To increase the number of affordable housing units by leveraging affordable housing resources in the community through the creation of mixed – financed housing and pursue housing resources other than public housing or section 8 tenant-based assistance.*
- *Target available assistance to families at or below 30% of AMI by adopting rent policies to support and encourage work.*
- *Target available assistance to families at or below 50% AMI by employing admissions preferences aimed at families who are working and adopt rent polices to support and encourage work.*
- *Increase awareness of PHA resources among families of races and ethnicities with disproportionate needs by affirmatively market to races/ethnicities shown to have disproportionate housing needs.*

**Additional Information.** Describe the following, as well as any additional information HUD has requested.

(a) Progress in Meeting Mission and Goals. Provide a brief statement of the PHA's progress in meeting the mission and goals described in the 5- Year Plan.

*THA continues to move forward toward stated goals in last years plan and is consistently pursuing many of the same goals in this years plan.*

- *Two of the financially significant goals are applying for housing tax credits as well as Hope VI grants. THA actually did apply for, but did not obtain 9% tax credits in August 2008 and will re-apply, as funds are available in 2010. THA is also actively preparing to submit an application for the Nov 2009 Hope VI grant deadline which would bring significant housing opportunities to the City of Trenton, the surrounding communities as well as Trenton Housing Authority.*
- *Where security factors are a concern in typical public housing properties, The THA has moved toward that stated goal by installing security cameras at all of its sites, including the ability to pan and zoom, In addition the THA, established a command center in its administrative building and is currently working toward a partnership with the Trenton Police Department.*
- *To the end of promoting self-sufficiency the THA has partnered with a number of local social organizations to bring in homeownership opportunities, green jobs training as well as literacy training.*
- *A goal not stated in last years plan but implemented during 2009 is the Energy Performance Contract which will bring substantial savings and significant improvements to living areas throughout THA public housing units*

(b) Significant Amendment and Substantial Deviation/Modification. Provide the PHA's definition of "significant amendment" and "substantial deviation/modification"

**SEE ATTACHMENT D**

10.  
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- 11.0** **Required Submission for HUD Field Office Review.** In addition to the PHA Plan template (HUD-50075), PHAs must submit the following documents. Items (a) through (g) may be submitted with signature by mail or electronically with scanned signatures, but electronic submission is encouraged. Items (h) through (i) must be attached electronically with the PHA Plan. **Note:** Faxed copies of these documents will not be accepted by the Field Office.
- (a) Form HUD-50077, *PHA Certifications of Compliance with the PHA Plans and Related Regulations* (which includes all certifications relating to Civil Rights)
  - (b) Form HUD-50070, *Certification for a Drug-Free Workplace* (PHAs receiving CFP grants only)
  - (c) Form HUD-50071, *Certification of Payments to Influence Federal Transactions* (PHAs receiving CFP grants only)
  - (d) Form SF-LLL, *Disclosure of Lobbying Activities* (PHAs receiving CFP grants only)
  - (e) Form SF-LLL-A, *Disclosure of Lobbying Activities Continuation Sheet* (PHAs receiving CFP grants only)
  - (f) Resident Advisory Board (RAB) comments. Comments received from the RAB must be submitted by the PHA as an attachment to the PHA Plan. PHAs must also include a narrative describing their analysis of the recommendations and the decisions made on these recommendations.  
**SEE ATTACHMENT F**
  - (g) Challenged Elements
  - (h) Form HUD-50075.1, *Capital Fund Program Annual Statement/Performance and Evaluation Report* (PHAs receiving CFP grants only)
  - (i) Form HUD-50075.2, *Capital Fund Program Five-Year Action Plan* (PHAs receiving CFP grants only)

This information collection is authorized by Section 511 of the Quality Housing and Work Responsibility Act, which added a new section 5A to the U.S. Housing Act of 1937, as amended, which introduced 5-Year and Annual PHA Plans. The 5-Year and Annual PHA plans provide a ready source for interested parties to locate basic PHA policies, rules, and requirements concerning the PHA's operations, programs, and services, and informs HUD, families served by the PHA, and members of the public of the PHA's mission and strategies for serving the needs of low-income and very low-income families. This form is to be used by all PHA types for submission of the 5-Year and Annual Plans to HUD. Public reporting burden for this information collection is estimated to average 12.68 hours per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. HUD may not collect this information, and respondents are not required to complete this form, unless it displays a currently valid OMB Control Number.

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

## Instructions form HUD-50075

**Applicability.** This form is to be used by all Public Housing Agencies (PHAs) with Fiscal Year beginning April 1, 2008 for the submission of their 5-Year and Annual Plan in accordance with 24 CFR Part 903. The previous version may be used only through April 30, 2008.

### 1.0 PHA Information

Include the full PHA name, PHA code, PHA type, and PHA Fiscal Year Beginning (MM/YYYY).

### 2.0 Inventory

Under each program, enter the number of Annual Contributions Contract (ACC) Public Housing (PH) and Section 8 units (HCV).

### 3.0 Submission Type

Indicate whether this submission is for an Annual and Five Year Plan, Annual Plan only, or 5-Year Plan only.

### 4.0 PHA Consortia

Check box if submitting a Joint PHA Plan and complete the table.

### 5.0 Five-Year Plan

Identify the PHA's Mission, Goals and/or Objectives (24 CFR 903.6). Complete only at 5-Year update.

**5.1 Mission.** A statement of the mission of the public housing agency for serving the needs of low-income, very low-income, and extremely low-income families in the jurisdiction of the PHA during the years covered under the plan.

**5.2 Goals and Objectives.** Identify quantifiable goals and objectives that will enable the PHA to serve the needs of low income, very low-income, and extremely low-income families.

**6.0 PHA Plan Update.** In addition to the items captured in the Plan template, PHAs must have the elements listed below readily available to the public. Additionally, a PHA must:

- (a) Identify specifically which plan elements have been revised since the PHA's prior plan submission.
- (b) Identify where the 5-Year and Annual Plan may be obtained by the public. At a minimum, PHAs must post PHA Plans, including updates, at each Asset Management Project (AMP) and main office or central office of the PHA. PHAs are strongly encouraged to post complete PHA Plans on its official website. PHAs are also encouraged to provide each resident council a copy of its 5-Year and Annual Plan.

#### PHA Plan Elements. (24 CFR 903.7)

1. **Eligibility, Selection and Admissions Policies, including Deconcentration and Wait List Procedures.** Describe the PHA's policies that govern resident or tenant eligibility, selection and admission including admission preferences for both public housing and HCV and unit assignment policies for public housing; and procedures for maintaining waiting lists for admission to public housing and address any site-based waiting lists.

2. **Financial Resources.** A statement of financial resources, including a listing by general categories, of the PHA's anticipated resources, such as PHA Operating, Capital and other anticipated Federal resources available to the PHA, as well as tenant rents and other income available to support public housing or tenant-based assistance. The statement also should include the non-Federal sources of funds supporting each Federal program, and state the planned use for the resources.
3. **Rent Determination.** A statement of the policies of the PHA governing rents charged for public housing and HCV dwelling units.
4. **Operation and Management.** A statement of the rules, standards, and policies of the PHA governing maintenance management of housing owned, assisted, or operated by the public housing agency (which shall include measures necessary for the prevention or eradication of pest infestation, including cockroaches), and management of the PHA and programs of the PHA.
5. **Grievance Procedures.** A description of the grievance and informal hearing and review procedures that the PHA makes available to its residents and applicants.
6. **Designated Housing for Elderly and Disabled Families.** With respect to public housing projects owned, assisted, or operated by the PHA, describe any projects (or portions thereof), in the upcoming fiscal year, that the PHA has designated or will apply for designation for occupancy by elderly and disabled families. The description shall include the following information: **1)** development name and number; **2)** designation type; **3)** application status; **4)** date the designation was approved, submitted, or planned for submission, and; **5)** the number of units affected.
7. **Community Service and Self-Sufficiency.** A description of: **(1)** Any programs relating to services and amenities provided or offered to assisted families; **(2)** Any policies or programs of the PHA for the enhancement of the economic and social self-sufficiency of assisted families, including programs under Section 3 and FSS; **(3)** How the PHA will comply with the requirements of community service and treatment of income changes resulting from welfare program requirements. **(Note: applies to only public housing).**
8. **Safety and Crime Prevention.** For public housing only, describe the PHA's plan for safety and crime prevention to ensure the safety of the public housing residents. The statement must include: (i) A description of the need for measures to ensure the safety of public housing residents; (ii) A description of any crime prevention activities conducted or to be conducted by the PHA; and (iii) A description of the coordination between the PHA and the appropriate police precincts for carrying out crime prevention measures and activities.

9. **Pets.** A statement describing the PHAs policies and requirements pertaining to the ownership of pets in public housing.
10. **Civil Rights Certification.** A PHA will be considered in compliance with the Civil Rights and AFFH Certification if: it can document that it examines its programs and proposed programs to identify any impediments to fair housing choice within those programs; addresses those impediments in a reasonable fashion in view of the resources available; works with the local jurisdiction to implement any of the jurisdiction's initiatives to affirmatively further fair housing; and assures that the annual plan is consistent with any applicable Consolidated Plan for its jurisdiction.
11. **Fiscal Year Audit.** The results of the most recent fiscal year audit for the PHA.
12. **Asset Management.** A statement of how the agency will carry out its asset management functions with respect to the public housing inventory of the agency, including how the agency will plan for the long-term operating, capital investment, rehabilitation, modernization, disposition, and other needs for such inventory.
13. **Violence Against Women Act (VAWA).** A description of: 1) Any activities, services, or programs provided or offered by an agency, either directly or in partnership with other service providers, to child or adult victims of domestic violence, dating violence, sexual assault, or stalking; 2) Any activities, services, or programs provided or offered by a PHA that helps child and adult victims of domestic violence, dating violence, sexual assault, or stalking, to obtain or maintain housing; and 3) Any activities, services, or programs provided or offered by a public housing agency to prevent domestic violence, dating violence, sexual assault, and stalking, or to enhance victim safety in assisted families.

**7.0 Hope VI, Mixed Finance Modernization or Development, Demolition and/or Disposition, Conversion of Public Housing, Homeownership Programs, and Project-based Vouchers**

- (a) **Hope VI or Mixed Finance Modernization or Development.** 1) A description of any housing (including project number (if known) and unit count) for which the PHA will apply for HOPE VI or Mixed Finance Modernization or Development; and 2) A timetable for the submission of applications or proposals. The application and approval process for Hope VI, Mixed Finance Modernization or Development, is a separate process. See guidance on HUD's website at: <http://www.hud.gov/offices/pih/programs/ph/hope6/index.cfm>
- (b) **Demolition and/or Disposition.** With respect to public housing projects owned by the PHA and subject to ACCs under the Act: (1) A description of any housing (including project number and unit numbers [or addresses]), and the number of affected units along with their sizes and accessibility features) for which the PHA will apply or is currently pending for demolition or disposition; and (2) A timetable for the demolition or disposition. The application and approval process for demolition and/or disposition is a separate process. See guidance on HUD's website at: [http://www.hud.gov/offices/pih/centers/sac/demo\\_dispo/index.cfm](http://www.hud.gov/offices/pih/centers/sac/demo_dispo/index.cfm)  
**Note:** This statement must be submitted to the extent that approved and/or pending demolition and/or disposition has changed.
- (c) **Conversion of Public Housing.** With respect to public housing owned by a PHA: 1) A description of any building or buildings (including project number and unit count) that the PHA is required to convert to tenant-based assistance or

that the public housing agency plans to voluntarily convert; 2) An analysis of the projects or buildings required to be converted; and 3) A statement of the amount of assistance received under this chapter to be used for rental assistance or other housing assistance in connection with such conversion. See guidance on HUD's website at: <http://www.hud.gov/offices/pih/centers/sac/conversion.cfm>

- (d) **Homeownership.** A description of any homeownership (including project number and unit count) administered by the agency or for which the PHA has applied or will apply for approval.
- (e) **Project-based Vouchers.** If the PHA wishes to use the project-based voucher program, a statement of the projected number of project-based units and general locations and how project basing would be consistent with its PHA Plan.

**8.0 Capital Improvements.** This section provides information on a PHA's Capital Fund Program. With respect to public housing projects owned, assisted, or operated by the public housing agency, a plan describing the capital improvements necessary to ensure long-term physical and social viability of the projects must be completed along with the required forms. Items identified in 8.1 through 8.3, must be signed where directed and transmitted electronically along with the PHA's Annual Plan submission.

**8.1 Capital Fund Program Annual Statement/Performance and Evaluation Report.** PHAs must complete the *Capital Fund Program Annual Statement/Performance and Evaluation Report* (form HUD-50075.1), for each Capital Fund Program (CFP) to be undertaken with the current year's CFP funds or with CFFP proceeds. Additionally, the form shall be used for the following purposes:

- (a) To submit the initial budget for a new grant or CFFP;
- (b) To report on the Performance and Evaluation Report progress on any open grants previously funded or CFFP; and
- (c) To record a budget revision on a previously approved open grant or CFFP, e.g., additions or deletions of work items, modification of budgeted amounts that have been undertaken since the submission of the last Annual Plan. The Capital Fund Program Annual Statement/Performance and Evaluation Report must be submitted annually.

Additionally, PHAs shall complete the Performance and Evaluation Report section (see footnote 2) of the *Capital Fund Program Annual Statement/Performance and Evaluation* (form HUD-50075.1), at the following times:

1. At the end of the program year; until the program is completed or all funds are expended;
2. When revisions to the Annual Statement are made, which do not require prior HUD approval, (e.g., expenditures for emergency work, revisions resulting from the PHAs application of fungibility); and
3. Upon completion or termination of the activities funded in a specific capital fund program year.

**8.2 Capital Fund Program Five-Year Action Plan**

PHAs must submit the *Capital Fund Program Five-Year Action Plan* (form HUD-50075.2) for the entire PHA portfolio for the first year of participation in the CFP and annual update thereafter to eliminate the previous year and to add a new fifth year (rolling basis) so that the form always covers the present five-year period beginning with the current year.

**8.3 Capital Fund Financing Program (CFFP).** Separate, written HUD approval is required if the PHA proposes to pledge any

portion of its CFP/RHF funds to repay debt incurred to finance capital improvements. The PHA must identify in its Annual and 5-year capital plans the amount of the annual payments required to service the debt. The PHA must also submit an annual statement detailing the use of the CFFP proceeds. See guidance on HUD's website at:

<http://www.hud.gov/offices/pih/programs/ph/capfund/cffp.cfm>

**9.0 Housing Needs.** Provide a statement of the housing needs of families residing in the jurisdiction served by the PHA and the means by which the PHA intends, to the maximum extent practicable, to address those needs. **(Note: Standard and Troubled PHAs complete annually; Small and High Performers complete only for Annual Plan submitted with the 5-Year Plan).**

**9.1 Strategy for Addressing Housing Needs.** Provide a description of the PHA's strategy for addressing the housing needs of families in the jurisdiction and on the waiting list in the upcoming year. **(Note: Standard and Troubled PHAs complete annually; Small and High Performers complete only for Annual Plan submitted with the 5-Year Plan).**

**10.0 Additional Information.** Describe the following, as well as any additional information requested by HUD:

- (a) **Progress in Meeting Mission and Goals.** PHAs must include (i) a statement of the PHAs progress in meeting the mission and goals described in the 5-Year Plan; (ii) the basic criteria the PHA will use for determining a significant amendment from its 5-year Plan; and a significant amendment or modification to its 5-Year Plan and Annual Plan. **(Note: Standard and Troubled PHAs complete annually; Small and High Performers complete only for Annual Plan submitted with the 5-Year Plan).**
- (b) **Significant Amendment and Substantial Deviation/Modification.** PHA must provide the definition of "significant amendment" and "substantial deviation/modification". **(Note: Standard and Troubled PHAs complete annually; Small and High Performers complete only for Annual Plan submitted with the 5-Year Plan.)**

- (c) PHAs must include or reference any applicable memorandum of agreement with HUD or any plan to improve performance. **(Note: Standard and Troubled PHAs complete annually).**

**11.0 Required Submission for HUD Field Office Review.** In order to be a complete package, PHAs must submit items (a) through (g), with signature by mail or electronically with scanned signatures. Items (h) and (i) shall be submitted electronically as an attachment to the PHA Plan.

- (a) Form HUD-50077, *PHA Certifications of Compliance with the PHA Plans and Related Regulations*
- (b) Form HUD-50070, *Certification for a Drug-Free Workplace (PHAs receiving CFP grants only)*
- (c) Form HUD-50071, *Certification of Payments to Influence Federal Transactions (PHAs receiving CFP grants only)*
- (d) Form SF-LLL, *Disclosure of Lobbying Activities (PHAs receiving CFP grants only)*
- (e) Form SF-LLL-A, *Disclosure of Lobbying Activities Continuation Sheet (PHAs receiving CFP grants only)*
- (f) Resident Advisory Board (RAB) comments.
- (g) Challenged Elements. Include any element(s) of the PHA Plan that is challenged.
- (h) Form HUD-50075.1, *Capital Fund Program Annual Statement/Performance and Evaluation Report (Must be attached electronically for PHAs receiving CFP grants only)*. See instructions in 8.1.
- (i) Form HUD-50075.2, *Capital Fund Program Five-Year Action Plan (Must be attached electronically for PHAs receiving CFP grants only)*. See instructions in 8.2.

**6.0**  
**ATTACHMENT A**  
**PHA Plan Element 2: Financial Resources**

Trenton Housing Authority  
 FY Ending 2010 Projection  
 2010-2014 Annual Plan Submission package

<u>Sources Planned</u>	<u>2009</u>	<u>2010</u>	<u>Planned Uses</u>
1. Federal Grants (CY 2009 grants)			
a) Public Housing Operating Fund	8,592,000	8,592,000	Daily operations including salaries, contracts, insurance, materials, benefits etc.
b) Public Housing Capital Fund	3,595,505	3,595,505	new front "A" doors, security camera system, senior building skin, bond debt payment, roof repairs, contracted security for senior sites, emergency repairs, etc (see 5 year plan)
c) HOPE VI Revitalization			
d) HOPE VI Demolition			
e) Annual Contributions for Section 8			
f) Resident Opportunity and Self-Sufficiency			
g) Community Development Block Grant			
h) HOME			
i) Other Federal Grants (list below)			
Capital Fund Recovery Grant (ARRA)	4,625,884		Renovation of 121 senior and family units and replace 22 stair towers
j) Disaster Housing Assistance Program			
2. Prior Year Federal Grants (unobligated funds only) list below			
2009 Capital Fund		1,196,185	
3. Public Housing Dwelling Rental Income N/A	4,961,040	5,459,269	Daily operations including salaries, contracts, insurance, materials, benefits etc.
4. Other income (list below)			
5. Non-federal sources (list below) N/A			
Work First Program	118,196	125,808	Support resident programs and other efforts
<b>Total resources</b>	<u><u>21,892,625</u></u>	<u><u>18,968,767</u></u>	

THE HOUSING AUTHORITY OF THE CITY OF  
TRENTON, NEW JERSEY

REPORT ON INTERNAL CONTROL OVER FINANCIAL REPORTING AND ON COMPLIANCE  
AND OTHER MATTERS BASED ON AN AUDIT OF FINANCIAL STATEMENTS PERFORMED  
IN ACCORDANCE WITH *GOVERNMENT AUDITING STANDARDS*

Board of Commissioners  
The Housing Authority of the City of Trenton  
Trenton, New Jersey

We have audited the financial statements of the business-type activities of the Authority as of and for the year ended December 31, 2008, which collectively comprise the Authority's basic financial statements and have issued our report thereon dated April 30, 2009. We conducted our audit in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States.

Internal Control Over Financial Reporting

In planning and performing our audit, we considered the Authority's internal control over financial reporting as a basis for designing our auditing procedures for the purpose of expressing our opinion on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of the Authority's internal control over financial reporting. Accordingly, we do not express an opinion on the effectiveness of the Authority's internal control over financial reporting.

A control deficiency exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent or detect misstatements on a timely basis. A significant deficiency is a control deficiency, or combination of control deficiencies, that adversely affects the Authority's ability to initiate, authorize, record, process, or report financial data reliably in accordance with generally accepted accounting principles such that there is more than a remote likelihood that a misstatement of the Authority's financial statements that is more than inconsequential will not be prevented or detected by the Authority's internal control.

A material weakness is a significant deficiency, or combination of significant deficiencies, that results in more than a remote likelihood that a material misstatement of the financial statements will not be prevented or detected by the Authority's internal control.

Our consideration of the internal control over financial reporting was for the limited purpose described in the first paragraph of this section and would not necessarily identify all deficiencies in the internal control that might be significant deficiencies or material weaknesses. We did not identify any deficiencies in internal control over financial reporting that we consider to be material weaknesses, as defined above.

Compliance and Other Matters

As part of obtaining reasonable assurance about whether the Authority's financial statements are free of material misstatement, we performed tests of its compliance with certain provisions of laws, regulations, contracts and grant agreements, noncompliance with which could have a direct and material effect on the determination of financial statement amounts. However, providing an opinion on compliance with those provisions was not an objective of our audit and, accordingly, we do not express such an opinion. The results of our tests disclosed no instances of noncompliance that are required to be reported under *Government Auditing Standards*.

This report is intended solely for the information of the Board of Commissioners, management and federal awarding agencies and pass-through entities, and is not intended to be and should not be used by anyone other than these specified parties.

Birmingham, Alabama  
April 30, 2009

Yeager & Bond

## **6.0 ATTACHMENT W**

### **Violence Against Women Act (VAWA)**

Violence Against Women Act (VAWA) requires PHAs to describe any goals, objectives, policies or programs that enable the PHA to serve the needs of child and adult victims of domestic violence, dating violence, sexual assault or stalking. The THA supports the goals and objectives of VAWA and will comply with its requirements

- THA Safety Staff will respond immediately to all reports of domestic violence and immediately notify Police, Public Housing Managers and Resident Services of such acts of violence and request appropriate protections and services.
- The THA will act quickly to remove the violent offender/domestic violence perpetrator from THA property through arrest, trespass warning, or eviction and use all legal methods, to prevent the offender from future acts of violence toward their victim and other public housing residents
- The THA has completed a full review and revision of its Public Housing Admissions and Continued Occupancy Policy (ACOP) and Public Housing Lease No perspective tenant that is the victim of domestic violence will be denied housing or no tenant will be evicted for same.
- The THA Public Housing Lease is being reviewed by staff and tenant legal counsel to the THA to properly amend the Lease and ACOP so as to strengthen the legal avenues available to the tenant and the THA in cases of domestic violence. The anticipated date for enactment is the first quarter of 2010. Language similar to the following will be considered as part of the review.

## **6.0**

### **ATTACHMENT W (cont.)**

- The Landlord enforces the Lease in accordance with the Violence Against Women Reauthorization Act of 2005 (VAWA), which gives THA the explicit authority to bifurcate a lease, or to remove a household member from a lease, “in order to evict, remove, terminate occupancy rights, or terminate assistance to any individual who is a tenant or lawful occupant and who engages in criminal acts of physical violence against family members or others, without evicting, removing, terminating assistance to, or otherwise penalizing the victim of such violence who is also a tenant or lawful occupant.” The Landlord will pursue all such terminations in accordance with the policies outlined in the ACOP, and as prescribed by HUD. The Resident agrees to abide by the VAWA policies
- Before the end of march 2010 the THA will have completed the following in its efforts to support and comply with VAWA provisions:
  - Staff training conducted by a recognized professional in the area of Domestic Violence.
  - Established a list of domestic violence service providers statewide to provide referrals to aid applicant or resident victims

Annual Statement/Performance and Evaluation Report  
 Capital Fund Program, Capital Fund Program Replacement Housing Factor and  
 Capital Fund Financing Program

U.S. Department of Housing and Urban Development  
 Office of Public and Indian Housing  
 OMB No. 2577-0226  
 Expires 4/30/2011

Part I: Summary		FFY of Grant: 2009 FFY of Grant Approval: 2009	
PHA Name: Trenton Housing Authority		Grant Type and Number Capital Fund Program Grant No: NJ39P00550109 Replacement Housing Factor Grant No: Date of CFFP:	
Type of Grant	<input checked="" type="checkbox"/> Original Annual Statement <input type="checkbox"/> Performance and Evaluation Report for Period Ending:		<input type="checkbox"/> Revised Annual Statement (revision no: ) <input type="checkbox"/> Final Performance and Evaluation Report
Line	Summary by Development Account	Total Estimated Cost	Total Actual Cost <sup>1</sup>
		Original	Obligated Expended
1	Total non-CFP Funds		
2	1406 Operations (may not exceed 20% of line 21) <sup>3</sup>		
3	1408 Management Improvements		
4	1410 Administration (may not exceed 10% of line 21)	359,550.61	
5	1411 Audit		
6	1415 Liquidated Damages		
7	1430 Fees and Costs	120,000.00	
8	1440 Site Acquisition		
9	1450 Site Improvement		
10	1460 Dwelling Structures	1,461,162.00	
11	1465.1 Dwelling Equipment—Nonexpendable		
12	1470 Non-dwelling Structures		
13	1475 Non-dwelling Equipment	665,354.00	
14	1485 Demolition		
15	1492 Moving to Work Demonstration		
16	1495.1 Relocation Costs		
17	1499 Development Activities <sup>4</sup>		

<sup>1</sup> To be completed for the Performance and Evaluation Report.  
<sup>2</sup> To be completed for the Performance and Evaluation Report or a Revised Annual Statement.  
<sup>3</sup> PHAs with under 250 units in management may use 100% of CFP Grants for operations.  
<sup>4</sup> RHF funds shall be included here.

Annual Statement/Performance and Evaluation Report  
 Capital Fund Program, Capital Fund Program Replacement Housing Factor and  
 Capital Fund Financing Program

U.S. Department of Housing and Urban Development  
 Office of Public and Indian Housing  
 OMB No. 2577-0226  
**Expires 4/30/2011**

<b>Part I: Summary</b>		FFY of Grant: 2009 FFY of Grant Approval: 2009	
<b>PHA Name:</b> Trenton Housing Authority	<b>Grant Type and Number</b> Capital Fund Program Grant No: NJ39P00550109 Replacement Housing Factor Grant No: Date of CFFP:		
Type of Grant <input checked="" type="checkbox"/> Original Annual Statement <input type="checkbox"/> Reserve for Disasters/Emergencies <input type="checkbox"/> Performance and Evaluation Report for Period Ending:			
Summary by Development Account		Total Actual Cost <sup>1</sup>	
Line		Original	Revised <sup>2</sup>
18a	1501 Collateralization or Debt Service paid by the PHA		
18ba	9000 Collateralization or Debt Service paid Via System of Direct Payment	989,438.39	
19	1502 Contingency (may not exceed 8% of line 20)		
20	Amount of Annual Grant: (sum of lines 2 - 19)	3,595,505.00	
21	Amount of line 20 Related to LBP Activities		
22	Amount of line 20 Related to Section 504 Activities		
23	Amount of line 20 Related to Security - Soft Costs		
24	Amount of line 20 Related to Security - Hard Costs	665,634.00	
25	Amount of line 20 Related to Energy Conservation Measures		
<b>Signature of Executive Director</b> 		<b>Signature of Public Housing Director</b>	
<b>Date</b> 10/29/09		<b>Date</b>	

<sup>1</sup> To be completed for the Performance and Evaluation Report.  
<sup>2</sup> To be completed for the Performance and Evaluation Report or a Revised Annual Statement.  
<sup>3</sup> PHAs with under 250 units in management may use 100% of CFP Grants for operations.  
<sup>4</sup> RHF funds shall be included here.



Capital Fund Program - Five-Year Action Plan

U.S. Department of Housing and Urban Development  
 Office of Public and Indian Housing  
 OMB No. 2577-0226  
 Expires 4/30/2011

**Part I: Summary**

PHA Name/Number NJ005	Trenton Housing Authority	Locality (City/County & State)			Revision No:		
		Trenton, Mercer NJ	Work Statement for Year 2 FFY 2010	Work Statement for Year 3 FFY 2011	Work Statement for Year 4 FFY 2012	Work Statement for Year 5 FFY 2013	
A.	Development Number and Name	Work Statement for Year 1 FFY 2009	1,449,016	1,589,301	1,427,190	1,504,179	
B.	Physical Improvements Subtotal	Appraisal Statement					
C.	Management Improvements		450,000	450,000	450,000	450,000	
D.	PHA-Wide Non-dwelling Structures and Equipment		150,000		206,310	75,000	
E.	Administration		359,551	359,551	359,551	359,551	
F.	Other		197,500	215,000	170,000	220,000	
G.	Operations						
H.	Demolition						
I.	Development						
J.	Capital Fund Financing – Debt Service		989,438	981,653	982,454	986,775	
K.	Total CFP Funds		3,595,505	3,595,505	3,595,505	3,595,505	
L.	Total Non-CFP Funds						
M.	Grand Total		3,595,505	3,595,505	3,595,505	3,595,505	

**Part I: Summary (Continuation)**

PHA Name/Number	Locality (City/county & State)		Original 5-Year Plan		Revision No:	
	Work Statement for Year 1 FFY ____ 2009 ____	Work Statement for Year 2 FFY ____ 2010 ____	Work Statement for Year 3 FFY ____ 2011 ____	Work Statement for Year 4 FFY ____ 2012 ____	Work Statement for Year 5 FFY ____ 2013 ____	
A.						
Prospect Village	Annual Statement	262,374	252,034	332,223	423,245	
Lincoln Homes		21,000	20,000	20,000	20,000	
Frazier Homes		502,082	493,171	493,573	495,744	
Donnelly Homes		263,107	114,317	599,357	429,319	
Page Homes		60,825	1,168,891	481,805	359,594	
Wilson Homes		269,825	264,317	324,357	474,574	
Haverstick Homes		185,533	83,907	185,282	179,319	
Abbott Apartments		983,383	174,726	264,743	264,829	
Josephson Apartments		346,442	374,864	254,872	254,915	
French Apartments		341,383	189,727	179,742	234,415	
		3,235,954	3,135,954	3,135,954	3,135,954	3,135,954

Part II: Supporting Pages – Physical Needs Work Statement(s)		Work Statement for Year: 2010		Work Statement for Year: 2011		
Year 1 FFY 2009	Development Number/Name General Description of Major Work Categories	Quantity	Estimated Cost	Development Number/Name General Description of Major Work Categories	Quantity	Estimated Cost
566	Prospect Village-emergency repairs		10,000	Prospect Village-emergency repairs		20,000
567	Bond Debt Service		233,874	Bond Debt Service		232,034
568	Ranges and Refrigerators		1,000	Lincoln Homes-emergency repairs		20,000
569	Security Camera / A&E		17,500	Frazier Court-Bond Debt Svc		493,171
570	Lincoln Homes-security camera		20,000	Donnelly Homes-Bond Debt Svc		49,317
571	Ranges and Refrigerators		1,000	Emergency Repairs		15,000
572	Frazier Court-Bond Debt Svc		497,082	Unit Renovations		50,000
573	Emergency Repairs		5,000	Page Homes-Bond Debt Svc		29,590
574	Donnelly Homes-Bond Debt Svc		49,708	Emergency Repairs		10,000
575	Unit Renovations / Sanitary Lines / Roof Repair		172,399	Replace Stairwells		1,129,301
576	Security Camera / A&E		30,000	Wilson Homes-Bond Debt Svc		49,317
577	Ranges and Refrigerators / Emergencies		11,000	Emergency Repairs		15,000
578	Page Homes-Bond Debt Svc		29,825	Hot Water System Replacement		200,000
579	Security Camera / A&E		20,000	Haverstick Homes-Bond Debt Svc		78,907
580	Ranges and Refrigerators / Emergencies		11,000	Emergency Repairs		5,000
581	Wilson Homes-Bond Debt Svc		49,708	Abbott Apts-Bond Debt Svc		19,726
582	Unit Renovations / Sanitary Lines / Roof Repair		139,117	Emergency Repairs		10,000
583	Security Camera / A&E		70,000	Contracted Security		145,000
584	Ranges and Refrigerators / Emergencies		11,000	Josephson Apts-Bond Debt Svc		9,864
585	Haverstick Homes-Bond Debt Svc		79,533	Emergency Repairs		10,000
586	Roof Repair		75,000	Contracted Security		145,000
587	Security Camera / A&E		20,000	Unit Renovations		210,000
588	Ranges and Refrigerators / Emergencies		11,000	French Apts-Bond Debt Svc		19,727
589	Abbott Apts-Bond Debt Svc		19,883	Emergency Repairs		10,000
590	Ranges and Refrigerators / Emergencies / Drain Pipes		43,500	Contracted Security		160,000
591	Security Camera / A&E		25,000			
592	Contracted Security		145,000			
593	Exterior Skin		600,000			
594	Unit Renovations		150,000			
595	Josephson Apts-Bond Debt Svc		9,942			
596	Ranges and Refrigerators / Emergencies / Drain Pipes		16,500			
597	Security Camera / A&E		25,000			
598	Contracted Security		145,000			
599	Unit Renovations		150,000			
600	French Apts-Bond Debt Svc		19,883			
601	Ranges and Refrigerators / Emergencies		16,500			
602	Security Camera / A&E		20,000			
603	Contracted Security		160,000			
604	Unit Renovations		125,000			
	Subtotal of Estimated Cost		\$ 3,235,954	Subtotal of Estimated Cost		\$ 3,135,954

**Part II: Supporting Pages – Physical Needs Work Statement(s)**

Work Statement for Year 1 FFY 2009	Work Statement for Year 2012			Work Statement for Year 2013		
	Development Number/Name General Description of Major Work Categories	Quantity	Estimated Cost	Development Number/Name General Description of Major Work Categories	Quantity	Estimated Cost
	Prospect Village-Boiler Replacement		50,000	Prospect Village-Boiler Replacement		50,000
	Bond Debt Service		232,223	Bond Debt Service		233,245
	Roof Repairs		50,000	Boiler Replacement		140,000
	Lincoln Homes-emergency repairs		20,000	Lincoln Homes-emergency repairs		20,000
	Frazier Court-Bond Debt Svc		493,573	Frazier Court-Bond Debt Svc		495,744
	Donnelly Homes-Bond Debt Svc		49,357	Donnelly Homes-Bond Debt Svc		49,574
	Concrete / Blacktop		50,000	Roof Replacement		50,000
	Boiler Replacement		100,000	Unit Renovations		300,000
	Unit Renovations		400,000	Page Homes-Bond Debt Svc		29,745
	Page Homes-Bond Debt Svc		29,614	Unit Renovations		284,594
	Unit Renovations		427,191	Emergency Repairs		50,000
	Maintenance Equipment		25,000	Maintenance Equipment		25,000
	Wilson Homes-Bond Debt Svc		49,357	Wilson Homes-Bond Debt Svc		49,574
	Emergency Repairs		50,000	Emergency Repairs		50,000
	Sanitary Line Repair		200,000	Unit Renovations		350,000
	Maintenance Equipment		25,000	Maintenance Equipment		25,000
	Haverstick Homes-Bond Debt Svc		78,972	Haverstick Homes-Bond Debt Svc		79,319
	Concrete / Blacktop		106,310	Unit Renovations		100,000
	Abbott Apts-Bond Debt Svc		19,743	Abbott Apts-Bond Debt Svc		19,829
	Boiler Replacement		100,000	Unit Renovations		100,000
	Contracted Security		145,000	Contracted Security		145,000
	Josephson Apts-Bond Debt Svc		9,872	Josephson Apts-Bond Debt Svc		9,915
	Contracted Security		145,000	Contracted Security		145,000
	Boiler Replacement		100,000	Unit Renovations		100,000
	French Apts-Bond Debt Svc		19,742	French Apts-Bond Debt Svc		19,829
	Contracted Security		160,000	Contracted Security		160,000
				Boiler Replacement		29,586
				Maintenance Equipment		25,000
	Subtotal of Estimated Cost		\$ 3,135,954.00	Subtotal of Estimated Cost		\$ 3,135,954.00





**9.0**  
**ATTACHMENT C**  
**Housing Needs**

**A. Housing Needs of Families in the Jurisdiction/s Served by the PHA**

<b>Housing Needs of Families in the Jurisdiction by Family Type</b>							
Family Type	Overall	Afford- ability	Supply	Quality	Access- ibility	Size	Loca- tion
Income <= 30% of AMI	10,544	5	5	4	3	2	5
Income >30% but <=50% of AMI	4,421	5	5	4	3	2	4
Income >50% but <80% of AMI	2,733	4	4	3	3	2	4
Elderly	3,104	2	2	2	3	1	2
Families with Disabilities	7,962	3	4	3	3	2	3
Black	9,454*	4	4	4	3	2	5
White							
Hispanic	2,758*	4	4	4	3	2	5
Other	44*	3	3	3	2	2	2

*\* Represents total households at or below 80% AMI. Approximately 36% (6,289) of the aggregate total of those households are considered to have housing needs (based on the expenditure of over 30% of income on housing needs).*

The Consolidated Plan of the Jurisdiction was the source of information the PHA use to conduct this analysis.)

**9.0**  
**ATTACHMENT C (cont.)**  
**Housing Needs**

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

<b>Housing Needs of Families on the Waiting List</b>			
Public Housing only			
	# of families	% of total families	Annual Turnover
Waiting list total	2201	100%	169
Extremely low income <=30% AMI	1948	89%	
Very low income (>30% but <=50% AMI)	221	10%	
Low income (>50% but <80% AMI)	27	1%	
Families with children	1301	59%	
Elderly families	44	2%	
Families with Disabilities	237	11%	
Black	1970	90%	
White	32	1%	
Hispanic	167	8%	
Other	32	1%	
Characteristics by Bedroom Size (Public Housing Only)			
0BR	198	8%	
1BR	763	35%	
2 BR	588	27%	
3 BR	577	26%	
4 BR	73	4%	
5 BR	2	0%	
5+ BR	0	0%	

**10.0**  
**ATTACHMENT D**  
**Definitions**

## **Trenton Housing Authority**

### **Significant Amendment and Substantial Deviation/Modification to the PHA Annual Plan**

The Trenton Housing Authority defines the significant amendment and substantial deviation/modification to the PHA Annual Plan as follows:

- Changes to rent or admissions policies or organization of the waiting list;
- Changes to the Public Housing Admissions and Continued Occupancy Policy;
- Changes to the Section 8 Housing Choice Voucher Program Administrative Plan;
- Additions of non-emergency work items (items not included in the current Annual Statement or Five-year Action Plan) or change in the use of replacement reserve funds under the Capital Fund; and
- Any change with regard to demolition or disposition, designation, homeownership programs or conversion activities.

### **Requirements for Significant Amendments to the PHA Plan**

Any significant amendment or substantial deviation/modification to a PHA Plan is subject to the same requirements as the original PHA Plan (including time frames). Following are the requirements:

- The PHA must consult with the Resident Advisory Board (RAB) (as defined in 24 CFR 903.13);
- The PHA must ensure consistency with the Consolidated Plan of the jurisdiction(s) (as defined in 24 CFR 903.15); and
- The PHA must provide for a review of the amendments/modifications by the public during a 45-day public review period (as defined in 24 CFR 903.17).
- The PHA may not adopt the amendment or modification until the PHA has duly called a meeting of its Board of Directors (or similar governing body). This meeting, at which the amendment or modification is adopted, must be open to the public.
- The PHA may not implement the amendment or modification until notification of the amendment or modification is provided to HUD and approved by HUD in accordance with HUD's plan review procedures (as defined at 24 CFR 903.23).



*Herbert T. Brown*  
*Interim Executive Director*

11.0  
ATTACHMENT F

The Trenton Housing Authority Resident Advisory Board (RAB) did not submit any comments regarding the 5 Year Annual Plan nor did the members attend the Public Meeting held on October 8, 2009.

A handwritten signature in blue ink, appearing to read 'Herbert T. Brown', is written over a thin blue horizontal line.

Herbert T. Brown  
Interim Executive Director