

## **TRUMBULL HOUSING AUTHORITY VIRTUAL BOARD MEETING AGENDA**

DATE: May 26, 2020

TIME: 4:30 PM

LOCATION: Virtual Meeting:  
Join the meeting  
Call: 1 312 626 6799  
Enter ID: 983 5085 7361 and Password: 050401  
It will be made available on Trumbull Community TV  
Charter 194 or Frontier 99 or <https://www.trumbullps.tv/> or Town of Trumbull  
Facebook.

1. Call to Order
2. Roll Call and Pledge of Allegiance
3. Executive Session for Consideration of Executive Director's Contract
4. Reading and Approval of Minutes for the April 28, 2020 Regular THA Board Meeting
5. Treasurer's Report
6. Executive Director's Report
7. Henry Stern Center/Congregate Sustainability
8. Unfinished Business
9. New Business
10. Resident Comments
11. Adjournment



# Harriet Polansky

Problem Solver • Compassionate Leader • Marketer • Fundraiser  
Making a Positive Impact on THA's Sustainability



# Harriet Polansky, Executive Director of the THA



In 2013:

- I was hired as a Change Agent for the THA to make it viable
- The THA was deemed unsustainable by the CT Housing and Finance Authority (CHFA)

It was my job, along with the support of the Commissioners to:

- Make it sustainable for the long-term
- Work with the residents to build a sense of community & well-being
- Improve physical facilities and supporting infrastructure between facilities
- Fix the administrative oversight that was non-compliant with state regulations
- Establish and implement policies and procedures to replace those that were lacking

The THA is now flourishing

# Harriet's Vision, Goals and Values for the THA

---



## Vision and Goals:

- Foster an environment that encourages collaboration and honest feedback
- Provide essential services to residents, while maintaining a high-level of satisfaction and high-quality standards, sustainability, and fiscal responsibility
- Procure funding to address our many capital improvement needs and revitalization plan
- Promote aging in place

## Core Values

- Dedicated to helping and serving individuals 62 years of age and older, and individuals 18 years of age and older with disabilities
- Promote respect for, by, and amongst all residents and staff
- Encourage honesty, fairness, integrity, and open communications
- Treat all residents equally and respond to residents' needs in a timely manner
- Instill values of independence, dignity and quality of life

## About This Presentation

---



In this presentation you will find an overview of my roles, responsibilities and accomplishments to include the following:

- Procurement of Funding for Sustainability
- Stern Village Prior to Revitalization
- The Revitalization & Rehabilitation of Stern Village
- Roles & Responsibilities
- Rent Stratification
- Community Partnerships
- Handling the Coronavirus Pandemic

## **Procured Funding for Sustainability**

## Procured Over \$9 Million in Funding & More Coming



The THA has been able to procure over \$9 million in funding from a variety of government agencies and companies. More is expected to follow.

This was the result of an exhaustive multi-year process:

- Sourced, vetted, interviewed, and selected the architect and consultants, to provide environmental analyzes, market studies, detailed plans and documents in order to apply for SSHP funding
- Held meetings with the Commissioner of the Department of Housing, Lieutenant Governor, Trumbull's Legislators, agency contacts and state legislative figures in the funding arena
- Educated them about:
  - The importance of Stern Village to the Town of Trumbull
  - The extreme need to make Stern Village sustainable
- Prepared detailed plans for uses of potential funding
- Worked with consultants, Directors of the Department of Housing and Connecticut Housing & Finance Authority preparing very lengthy applications for funding
- Repeated the above steps in subsequent years if a funding request was initially rejected

## \$9 Million Funding (Cont'd.)



Once funding was secured, then the real job of improving the infrastructure and rehabbing the units began:

- Planned for the work to be done and communicated this to the residents
- Planned for the disruptions to the residents' daily lives and accommodated them where possible
- Monitored the vendors' uses of the available funds, kept them on budget
- Monitored the timeliness and the quality of the vendors' work
- Planned for delays in meeting completion dates
- Examples of the above:
  - Paving of roadways (e.g., found alternate parking, rented golf-carts and buses, worked with the Town on securing parking lots and paving of the main road schedules.)
  - Established on-site units during ADA unit conversions (e.g., rehabbed and created new units to be used as "hotel units" for residents to live in while the ADA units and one-bedroom units were constructed. Coordinated the moves with the resident and ensured the "hotel units" had Spectrum cable and UI bills were transferred to THAS.

Proven success at negotiating countless contracts to get a reduced cost without sacrificing quality

## \$9 Million Funding (Cont'd)



Agency	Year	Funding	General Purpose	Examples
SSHP (State of CT)	'17	\$ 5,300,000	Redevelopment and revitalization	Storm water management system, sanitary system, paving sidewalks & parking lots and lots more
Small Cities	'16-'19	2,672,234	3 awards for specific improvements Applying for Fire/EMS central monitoring	\$800,000 Heat pumps \$800,000 Windows \$1,072,234 Congregate
HTCC (Tax Credits)	'18-'19	1,000,000	2 grants, each \$500,000, for unit rehab Applying for another \$500,000	~44 non-ADA units
CHFA-Critical Needs	'19	200,000	Congregate improvements	Kitchen ventilation, sprinkler system and generator
UI Incentives		156,847	Energy saving efficiencies	Heat pumps, congregate windows, insulation, more to come
Newtown Savings, TD Bank & Others	'18-'19	27,500	Newtown (\$20K) Congregate windows; TD Bank (\$5K) security cameras by 2 <sup>nd</sup> circle	Including: Bob's Stores (\$1.5K; furniture) & \$1K in Memoriam
<b>TOTAL (TO DATE)</b>		<b>\$ 9,356,581</b>		

# Summary of Improvements Funded



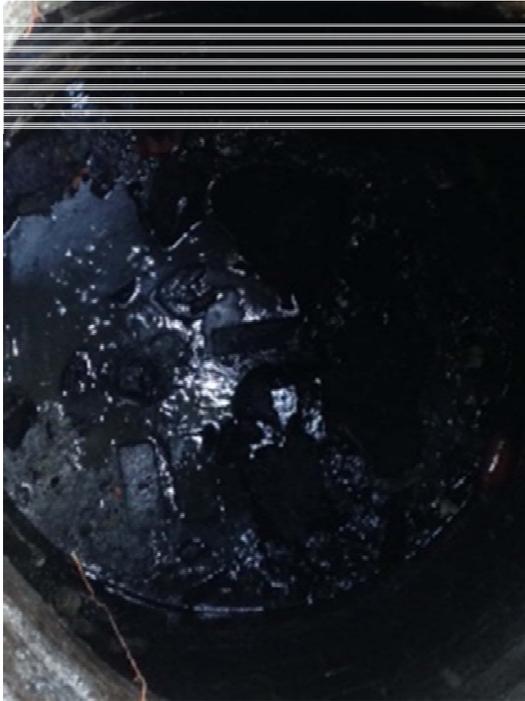
Property Safety	Efficiency & Health	Improving Living Quarters	Other
Fixed or replaced sanitary lines	New roofs, insulation, columns and gutters	Converted 19 units to ADA compliance: cabinets, countertops, floors, lights, appliances, and ADA accessible bathrooms	Renovated Community Room building and admin offices
Storm water mgmt. system and rain garden planned for Spring 2020	New energy efficient doors w/mini-blinds and screen doors	Rehabilitated 25 units to include: new floors, walk-in showers, new cabinets, countertops, lights, and appliances	Upgraded landscaping and wayfinding signage Spring 2020
All new sidewalks, curbs, roads and parking lots	New energy efficient windows w/mini-blinds	Heat pumps in every apartment (residents report 30-50% electric savings)	Heat pumps in the Congregate dining room
Worked closely with Town to pave main loop road	Radon systems installed in every apartment	New generator, sprinkler system and kitchen ventilation system for the Congregate	Significant energy improvements and new ADA type bathrooms for the Congregate
Regraded areas; made patios flush w/walk-way	Hot water heaters	Installed new windows in the Congregate	Additional site improvements Spring 2020

## Prior to Revitalization

# Stern Village Pond – Drainage Issues



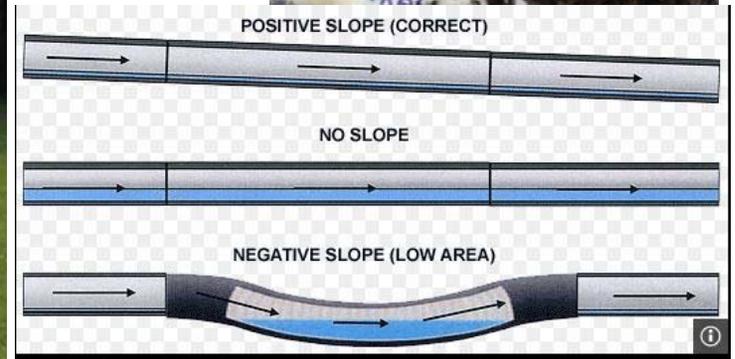
# Major Sewer Issues



Boulders found in sewer

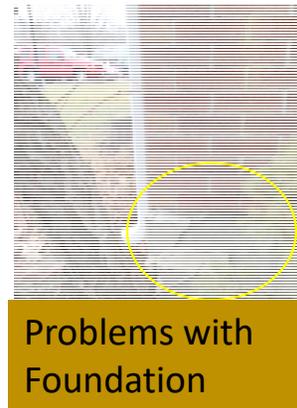
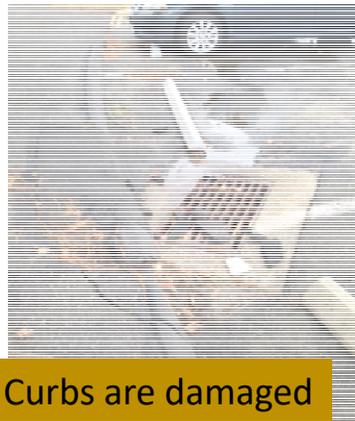


WPCA of Trumbull sends out their largest equipment to help.

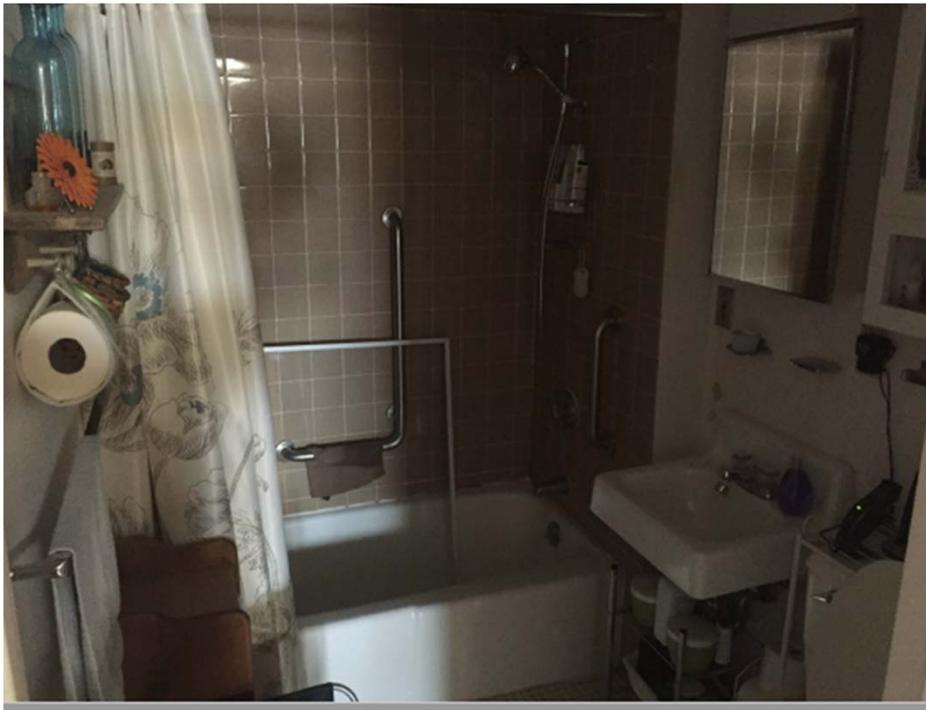


Bend in the slope causing serious clogs in area near Community Room

# Roads & Sidewalks Were Dangerous



# Tubs & Kitchens



# The Revitalization And Rehabilitation of Stern Village

# New Roads & Added Parking Spots

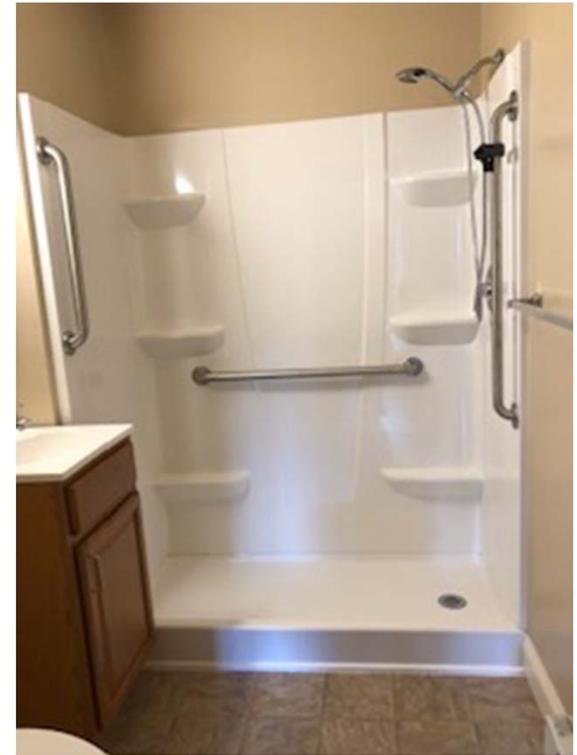


# Unit Rehabs



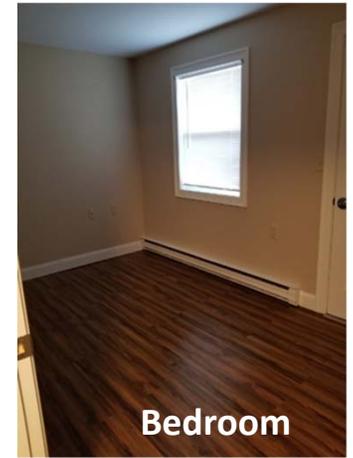
New roofs, gutters, columns, shutters, doors with mini-blinds, and window with mini-blinds

## Unit Rehabs (Cont'd.)



Efficiency Type Apartments with new floors, lights, cabinets, doors, vanity, appliances, and walk-in shower

# Unit Rehabs (Cont'd.)



Converted 19 one-bedroom apartments to ADA apartments

## **Roles & Responsibilities**

# Responsibilities



## a) Overall direction of senior disabled housing

1. Accept, verify & approve applications
2. Maintain forms for tenant subsidy applications
3. Make deposits
4. Review bills & make vendor payments
5. Insure income certification of residents
6. Address resident complaints
7. Maintain waiting list
8. Recommend policy & physical improvements

## b) Employee supervision

1. Direct staff administering housing services
2. Act as HR Officer for THA- hires, disciplines, terminations and salary adjustments

## c) Financial administration & budget preparation

1. Preparing & maintaining financial records
2. Review, reconcile accountant bank rec work
3. Ensure accountant prepares monthly, quarterly and yearly forms such as budgets, mgmt. plans and requests for funding

## c. Financial administration (cont'd.)

4. Be custodian of all financial transactions
5. Supervise/monitor vendors & their contracts
6. Effect cost reductions, where possible
7. Direct and oversee grant application efforts
8. Be responsible for budget prep & submission
9. Act as Contracting Officer

## d. Community relations

## e. Program development

## f. Coverage for all emergency situations- be "on call" for emergencies at all times

## g. Reports as reasonably requested by the Commissioners of the THA- prepare written reports for THA monthly meetings

## h. Compliance with all applicable laws in the operation of THA facilities

1. Meet with appropriate agencies to ensure compliance with applicable regulations and statutes
2. Inspect all units as required by CHFA

# Overall Direction



Obtained funding for and executed over \$9 MM in improvements to the facilities and supporting infrastructure

- Involving 40+ outside vendors/contractors
- Work closely with the Project Manager, Construction Manager, Architect and Town of Trumbull, and involved in every aspect of the rehabilitation and revitalization of Stern Village and Congregate

Supervise, direct and lead THA full-time and part-time workers on a day-to-day basis

Responsible for all aspects of residential applications, rent-setting and rent collection

- Review every application for housing and interview qualified applicants
- Ensure that lease agreements are enforced. Discuss lease violations with residents and work with THA Attorney.
- Administer rent recertifications and leases

Responsible for the well-being of the residents and developing ways to make their lives better

- Monthly meetings
- Special breakfasts and picnic lunches provide an outlet for residents to discuss issues
- Brainstorming on how to improve Stern Village, and to get to know each other

Perform a wide range of administrative tasks

- Execute directives from DOH, CHFA, THA Commissioners and ensure all State/THA policies and protocols are followed
- Select vendors and negotiate contracts
- Oversee the THA Accountants and Auditor
- Fulfill all requisite documents to the State

# Employee Supervision



Manage a staff of 7 full-time workers, 3 part-time workers and contractual workers

- Alert/recommend to the Commissioners hires, disciplines, terminations & salary adjustments
- Interview, conduct reference checks/drug tests, and hire THA staff
- Negotiate labor contracts with our Attorney & THA Commissioners
- Conduct performance appraisals and goal setting
- Hold regular staff meetings

Integrally involved in day-to-day operations and supervising employees

- Meet with Maintenance Manager daily to discuss tasks, work-flow and issues
- Oversee the management of the Congregate. Work closely and collaborate with the Congregate Manager on budgets, problem-solving, vendor selection, etc.
- Collaborate with the RSC on additional services and programs for the residents
  - Interview applicants
  - Involved in informal and formal grievance hearings
  - Get family members involved as needed
  - Collaborate on programs and events

# Financial Administration



Responsible for running a \$1,000,000 non-profit, depositing approximately \$100,000 in rent checks per month

- Create delinquency reports and call/send letters to residents who have not paid their rent on time
- Approximately 3% of THA Residents do not pay their rent on time and are charged a \$25 late fee

Negotiate contracts and successfully saved the THA tens of thousands of dollars over the years

- E.g., saved the THA over \$15,000 by using an outside accountant

Introduced and implemented PHA-web (in 2013), a robust, proprietary management software system

- Replaced total manual paper process that had minimal, if any, controls
- Increased efficiency and accuracy of information needed for running THA. Has an abundance of functionality for public housing authorities.

Review and approve all invoices with Resident Commissioner/Treasurer

Work closely with our THA accountants on budgets and management plans

- Also coordinate with DOH on fiscally sustainable efforts for the Congregate and CHFA on various aspects of the Village

Stratified base rent- a stratified base rent approach is necessary to increase revenue for Stern Village. Over the course of 6 years the base rent has been increased 3 times, for incoming residents to Stern Village.

# Emergency Coverage



## Availability of the Executive Director (ED)

- All residents and staff have ED's cell phone number and ED available 24/7
- Called to Stern Village on the weekends and middle of the night; slept there prior to major snowstorm
- Work from home before heading to work and on the weekends
- Direct access for managers: Jeff Holt- Maintenance, Daisy Torres- Congregate and Paulette Mack, RSC
- Attend Town Meetings and meet with the First Selectman
- Always available to residents either by phone or in person

## Vendors are on call in case of an emergency

- Wind River handles our emergencies for sanitary systems
- ICS Security covers the Congregate when our Congregate Manager cannot be in the office
- EP Maintenance in the event of a biohazard cleanup (we used ServPro in the past)

## Other

- Installed additional mobile phone connectivity and electric sockets in the Community Room
- In 2013 procured a generator for the Community Room. In case of an emergency or power outage the Community Room is used as a warming center.

## **Accountability to Board & the State of CT**

---

### **Reports to the Board**

- The Commissioners are provided with a weekly recap of what's happening for that week along with special updates
- An online packet is provided to the Commissioners prior to THA Board Meetings
- Monthly financials are sent to the Commissioners with explanations
- Work closely with the Chairperson on the agenda and upcoming meetings
- Provide the Board updates as needed

### **Compliance**

- Discuss and review all legal actions with the THA General Counsel to decide limits of accommodation in cases of eviction, lease violations, and/or resolution of nonpayment, attend court if required
- Keep current and comply with all applicable State and Federal laws and regulations governing the THA as it relates to the operation and management of its facilities
- Knowing, complying and administering the THA policies, procedures, rules and regulations in compliance with applicable statutes
- Provide annual audit, demographics reports, rent rolls, etc. to CHFA and DOH
- Initiated and provided questions to moderator for DOH Congregate Roundtables

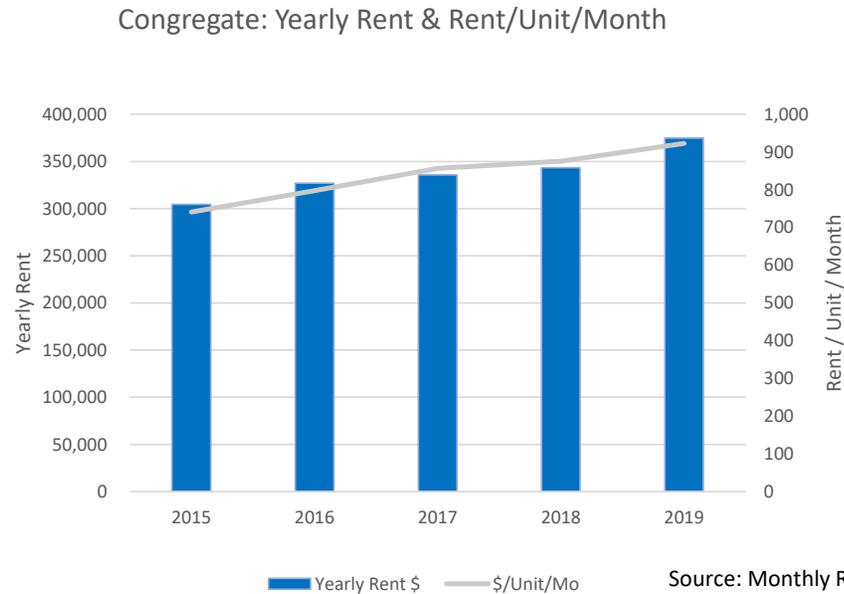
# RENT STRATIFICATION

# Congregate- Rent/Services Stratification for Sustainability



Rent/Services for the Congregate has gone up from \$305,000 in 2015 to \$375,000 in 2019

- Average monthly rent/services per unit increased from \$741 to \$923, that's an increase of 18%

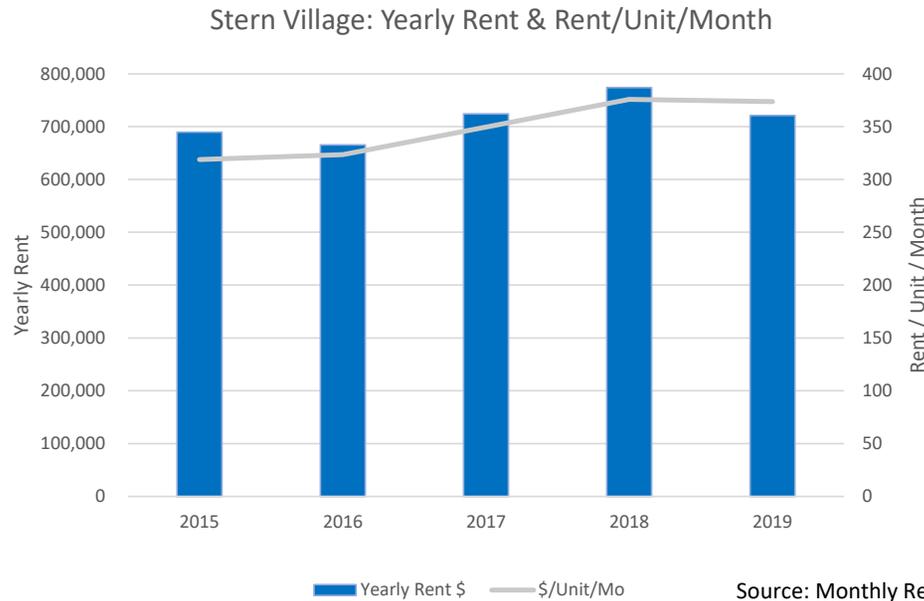


# Stern Village- Rent Stratification for Sustainability



Rent for Stern Village has gone up from \$689,000 in 2015 to \$774,000 in 2018

- Average monthly rent per unit increased from \$319 in 2015 to \$376 in 2018, that's an increase of 18%
- Revenues in 2019 were \$721,000, reflecting an average of 11 units / month unavailable to rent due to renovations
- Average monthly rent per unit for 2019 went up from \$371/month to \$393/month (in late 2019), a 5% increase
- This 5% increase should continue the upward trend in rent revenue once renovations are complete



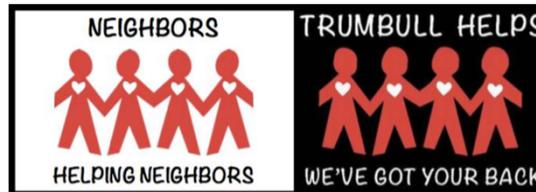
Source: Monthly Rent Rolls

## **COMMUNITY PARTNERSHIPS**

# Partnerships with Stern Village to Provide Wellness Programs & Activities



New HUB of well-care services, activities and amenities for residents. Commitment of program expansion by several local companies and social service organizations to serve the residents.



The Life Guardian  
Jim Esposito

## Partnerships with Stern Village to Provide Wellness Programs & Activities (Cont'd.)



### Resident Protection & Wellness

- Trumbull Nursing Staff provides residents' flu shots. Nurse Tori provides health-awareness talks.
- Work closely with Chief Lombardo and his Officers. Held informational presentations on scams and fraud; safety tips & more. Officer Harry provided safety assessment for Stern Village.
- EMS conducted life-safety training for our residents. EMS Chief, Leigh Goodman gave us valuable feedback implemented during the revitalization of Stern Village.
- Discounts on medical insurance and on medical alerts from vendors
- Implemented Counseling Services from the Mary Sherlach Counseling Center for our residents
- Aquarion spoke to our residents about water conservation and provided reusable water bottles
- Students from CSS clean our community room
- Kennedy Center provides food shopping and delivery services
- St. Joseph and Trumbull High students help our residents when it snows
- Trumbull Helps provides special lunch and dinner events to our residents and members created home-made masks for our residents during COVID-19 crisis

# Building Community Awareness & Participation



Golf Cart



Community Rm  
Garden, Bus  
Shelter & Bocce  
Ball Court



Community Rm Garden  
Horse-shoe Pit  
Picnic Tables  
Chairs  
Discounts



Wednesday Breads, Cakes & Pastries  
Cakes for special occasions & events



Friday bagels



Interns for Congregate  
Marketing/design class  
created our logo &  
identity



Fairfield  
UNIVERSITY

Interns for Congregate



Large-screen  
Smart TV and Wii  
for Congregate

## Building Community Awareness & Participation (Cont'd.)

---



### Brightening Our Residents' Days

- Trumbull Helps provided assorted gloves, socks, scarfs for our residents, host several lunches and dinners
- Creative Culinary hosts our annual THA Picnic, Harriet's Volunteer Appreciation Breakfast & other events
- Long Hill Garden Club conducts a monthly floral craft making class with our residents
- Nichols Garden Club provides Valentine's Day floral arrangements to our residents who are over 90
- The Jewish Community provides Passover food items to those who celebrate
- Work with Goodwill on employment opportunities for our residents

### Funding Initiatives

- In 2016, created Trumbull Housing Corporation – a 501(c)3, to obtain additional funding, donations & grants
- Obtained community business funding: Newtown Savings Bank (\$20,000) & TD Savings Bank (\$5,000)
- Bob's Store: \$1,500 gift certificate
- Each year THA vendors support the Annual Stern Village Picnic. For last 6 years donations ranged between \$800-\$1,500.

### Promoting Stern Village

- Served as Board Member to the Trumbull Chamber of Commerce (President 2018-2019)
- Market and promote the THA via Facebook, Facebook Groups and LinkedIn
- Create and implement THA PR events and distribute press releases

# The Home Depot Builds a Horseshoe Pit



When Stern Village (Trumbull Housing Authority) resident Bob Lewis provided Executive Director, Harriet Polansky with a list of residents interested in playing horseshoes, Polansky considered calling The Home Depot of Trumbull.

"My hope was that The Home Depot of Trumbull would donate the materials to build a horseshoe pit. I never expected them to volunteer to build it for our residents," she said. Having a horseshoe pit would enable the residents of Stern Village to exercise and socialize. Additional benefits would be increased hand to eye coordination and stability.

Giving back is a fundamental value of The Home Depot and a passion for its associates. Through The Home Depot Foundation and its ongoing partnerships with nonprofit organizations, The Home Depot donates millions of hours, tools and supplies each year to community service projects.

"The residents of Stern Village are excited and looking forward to spending several hours playing horseshoes. We sincerely thank Team Home Depot, Harriet Polansky, her staff and the THA Commissioners for all their help and support," said Lewis.

Trumbull Housing Authority is always seeking donations and support in a number of areas. If you are interested in becoming a Community Builder by developing a partnership with Stern Village, contact Harriet Polansky, at [harriet@sternvillage.com](mailto:harriet@sternvillage.com) or call 203-261-5740 for details.



# HANDLING THE CORONAVIRUS PANDEMIC

# HANDLING COVID-19 CRISIS



We're following all precautionary measures as per Lucy Bango, Director of Public Health for Town of Trumbull, Megan Murphy, Emergency Management Director, the CDC, Governor Lamont, and the Department of Housing

I realize this is an extremely stressful and unsettling time for everyone and we are doing everything possible to keep COVID-19 away from community. I am available to the residents 24/7 by phone.

## **For Henry Stern Center, Our Congregate**

- We continue daily calls to each congregant and ask if they are okay? We've been doing the R U Ok calls for over 6 years.
- There is no congregating allowed in the dining room, foyer, 2nd floor den and arts & crafts room
- Residents are encouraged to go outside in the nice weather, wear a face covering and comply with social distancing
- All meals are delivered to the Congregants in Styrofoam containers. The Chef and Kitchen staffers wear masks and gloves when they deliver the food. Residents fill out a bi-weekly menu which is provided to the Chef.
- The only visitors allowed are nurses, aides or a family member acting in that capacity
- Deliveries are dropped off in designated foyer area, items either picked up by residents or staff put them by their door
- Anyone who signs in is asked to wash their hands
- COVID-19 prevention and informational signs are located throughout the building
- We hired a commercial maintenance company to clean the entire building
- All public areas, including doorknobs, walls, railings, and the elevator are continually sanitized, and residents' units are cleaned weekly using bleach and water. Our cleaning person is properly outfitted.
- Only 1 person is allowed in the laundry room at a time

## COVID-19 (Cont'd.)



- We have a system in place for residents to provide the Congregate Manager necessary information
- Several people have made masks for our Congregants and they are urged to wear them

### **Stern Village**

- We are also making R U Ok? calls to all Villagers on a weekly basis to check on their status
- If we know that a resident is returning from another state or country, we are calling them to confirm their return and requesting they quarantine themselves for 2 weeks
- Only 1 person is allowed in the laundry rooms at a time
- We have a system in place for residents to provide us with necessary information

### **Other**

- Every Wednesday, GBT provides a 20-seat bus for our residents to go to Stop & Shop. We typically have 6-8 residents going at one time, so the bus allows for social distancing.
- Residents in need are encouraged to go to the Food Pantry. They can call to have their food delivered at Stern or go to the senior center for curbside service. Each resident has the hours and phone numbers.
- Maintenance crew only responds to emergencies or problems with plumbing, water, electricity or heat
- Staff is alternating working from home and working on-site
- Enforcing social distancing at the THA Office and asking residents to do the same
- Distributed easy instructions on how to make a no sew mask. Copies are in our laundry rooms and in the Congregate.
- Provided masks to residents in a time when it is very difficult to get them

# WITH YOUR SUPPORT I WILL...

- Continue to foster a safe, decent and welcoming affordable living community that fosters stability and increases self-sufficiency for our Stern Village residents
- Source additional funding and cultivate corporate donations
- Working closely with the THA Commissioners on making the THA sustainable and viable for the long-term



**Trumbull Housing Authority**  
**Financial Narrative for May 26, 2020**

From July 1, 2019 through April 30, 2020, the overall gain of the Housing Authority is \$2,863,027 which includes all rental income, services income and Capital Grant Funding provided for the redevelopment – rehabilitation - remodeling efforts.

If we take out the Capital Grant Revenue \$2,981,069 the Housing Authority has an operating loss before depreciation of \$118,042 of which, \$76,213 is attributable to the Village, and \$41,829 is attributable to Stern Center.

If we look at Stern Village, the current month's operating income, excluding capital grant revenue is \$7,808. This is primarily due to lower costs across both maintenance and administrative due to furloughed employees and alternating work schedules.

If we look at Stern Center, the current month's operating loss, excluding capital grant revenue is \$1,919. Items of note include a security invoice related to January but lost in transit totaling \$4,061, which was subsequently recorded in April, and a quarterly payment of \$2,250 made towards our heating contract. Overall, despite higher than budgeted vacancies, the program results are around breakeven without heating repairs. Further, DOH released guidance for additional funding to cover COVI-19 costs, of which, \$1,213 was covered in services cost this month.

The overall cash position of the Housing Authority, including reserves is \$1,250,958, which includes \$622,484 reserved for renovations costs at Stern Village. Of which, there was accounts payable totaling \$67,796.

Total expendable Assets to current payables for each program is a good measure of current financial health as it illustrates the ability to pay current payables as they become due without the need to borrow or use reserves.

For Village total expendable Assets were \$221,220 compared to \$112,245 in current liabilities, resulting in an excess of \$108,975.

For Congregate, total expendable Assets were \$36,841 compared to \$40,000 in current liabilities, resulting in a deficit of (\$3,919). This deficit is an improvement compared to (\$13,761) for the prior month. However, Congregate owes \$321,139 to Village an increase for \$311,417 in the prior month.

Overall, the Housing Authority remains in a good financial position. With Congregate sustainability being the primary focus, along with completion of current and future improvement projects.



*CERTIFIED PUBLIC ACCOUNTANTS*

*43 Enterprise Drive • Bristol, CT 06010-3990 • 860/582-6715 • Fax 860/585-6339*

### **Accountant's Compilation Report**

To the Board of Commissioners  
Housing Authority of the Town of Trumbull

Management is responsible for the accompanying financial statements of the Housing Authority of the Town of Trumbull, which comprise the statement of net position as of April 30, 2020 and 2019 and the related operating statement with the budget for the ten months then ended in accordance with accounting principles generally accepted in the United States of America. We have performed compilation engagements in accordance with Statements on Standards for Accounting and Review Services promulgated by the Accounting and Review Services Committee of the AICPA. We did not audit or review the financial statements, nor were we required to perform any procedures to verify the accuracy or the completeness of the information provided by management, and we do not express an opinion, a conclusion, nor provide any form of assurance on these financial statements.

Management has omitted the Management Discussion and Analysis that accounting principles generally accepted in the United States of America require to be presented to supplement the basic financial statements. The Management Discussion and Analysis, although not a part of the basic financial statements, is required by the Governmental Accounting Standards Board, who considers it to be an essential part of financial reporting for placing the basic financial statements in an appropriate operational, economic or historical context.

Management has elected to omit substantially all of the disclosures and the Statement of Cash Flows as required by accounting principles generally accepted in the United States of America. If omitted disclosures and the Statement of Cash Flows were included in the financial statements, they might influence the user's conclusions about the Authority's financial position and results of operations.

We are not independent with respect to the Housing Authority of the Town of Trumbull.

A handwritten signature in black ink that reads 'Maletta &amp; Company' in a cursive, stylized script.

Maletta & Company  
Certified Public Accountants

Bristol, Connecticut  
May 13, 2020

**Housing Authority of the Town of Trumbull CT E-27, 110, 146, 167**  
**Statement of Net Position**  
**As of April 30, 2020**

	<b>2020</b>	<b>2019</b>
Petty Cash Fund	\$ 200	\$ 200
Cash - Operations	91,688	444,877
Reserve Cash - Saving and Investments	505,964	496,648
Restricted Cash - Construction	622,484	690,042
Tenant Members A/R, Net of Allowance	4,189	16,164
Accounts Receivable - Entity	321,138	222,946
Capital Improvement Grant Receivable	-	-
Misc. Pre Paid Expenses	6,422	800
Prepaid Insurance	8,044	25,655
<b>Total Current Assets</b>	<b>1,560,129</b>	<b>1,897,332</b>
Construction in Progress	5,210,018	534,602
Land	85,140	85,140
Buildings	4,915,158	4,939,671
Building Equipment	687,359	687,359
Office Furniture & Equipment	706,003	697,748
Motor Vehicles	34,492	34,492
<b>Total Fixed Assets</b>	<b>11,638,170</b>	<b>6,979,012</b>
Accumulated Depreciation	(6,189,032)	(6,175,720)
<b>Net Fixed Assets</b>	<b>5,449,138</b>	<b>803,292</b>
<b>Total Assets</b>	<b>7,009,267</b>	<b>2,700,624</b>
Accts Payable - Operations	41,373	16,794
Accrued Payroll	-	-
Payroll Deductions	-	1,027
Accrued Compensated Absences	25,286	12,036
Accrued Property Taxes (PILOT)	40,934	19,605
Prepaid Rents	4,652	5,662
Deferred Revenue - HTCC	511,807	495,117
<b>Total Current Liabilities</b>	<b>624,052</b>	<b>550,241</b>
Deferred Revenue - Cable	1,500	3,300
<b>Total Long Term Liabilities</b>	<b>1,500</b>	<b>3,300</b>
Net Investment in Capital Assets	5,449,138	803,292
Unrestricted Net Position	934,577	1,343,791
<b>Total Equity - Governmental Accounting (GASB)</b>	<b>6,383,715</b>	<b>2,147,083</b>
<b>Total Liabilities &amp; Equity/ Retained Earnings</b>	<b>\$ 7,009,267</b>	<b>\$ 2,700,624</b>

*See Accountant's Report*

**Housing Authority of the Town of Trumbull CT E-27, 110, 146, 167**  
**Operating Statement with Budget**  
**For the Ten Months Ended April 30, 2020**

	<b>1 Month</b>	<b>1 Month</b>	<b>1 Month</b>		<b>YTD</b>	<b>YTD</b>	<b>YTD</b>	
	<b>Amount</b>	<b>Budget</b>	<b>Variance</b>	<b>%</b>	<b>Amount</b>	<b>Budget</b>	<b>Variance</b>	<b>%</b>
Rent Revenue- Gross Potential (Tenant's Portion)	52,636	51,752	884	2%	512,744	517,517	(4,773)	-1%
Rental Income-Excess of Base	22,395	22,697	(302)	-1%	228,064	226,970	1,094	0%
Miscellaneous Rent Revenue	-	-	-	0%	-	-	-	0%
<b>Total Rent Revenue (GPI @ 100% Occupancy)</b>	<b>75,031</b>	<b>74,449</b>	<b>582</b>	<b>1%</b>	<b>741,119</b>	<b>744,487</b>	<b>(3,368)</b>	<b>0%</b>
Apartments- Vacancy	9,750	4,680	5,070	108%	104,125	46,799	57,326	122%
Rental Concessions	-	-	-	0%	-	-	-	0%
<b>Total Vacancies</b>	<b>9,750</b>	<b>4,680</b>	<b>5,070</b>	<b>108%</b>	<b>104,125</b>	<b>46,799</b>	<b>57,326</b>	<b>122%</b>
<b>Net Rental Revenue (Rent Revenue Less Vacancy)</b>	<b>65,281</b>	<b>69,769</b>	<b>(4,488)</b>	<b>-6%</b>	<b>636,994</b>	<b>697,688</b>	<b>(60,694)</b>	<b>-9%</b>
Financial Revenue- Project Operations	334	1,158	(824)	-71%	7,306	11,583	(4,277)	-37%
Revenue from Investments- Miscellaneous	-	-	-	0%	-	-	-	0%
<b>Total Financial Revenue</b>	<b>334</b>	<b>1,158</b>	<b>(824)</b>	<b>-71%</b>	<b>7,306</b>	<b>11,583</b>	<b>(4,277)</b>	<b>-37%</b>
Laundry & Vending Revenue	1,451	800	651	81%	8,037	8,000	37	0%
Sales & Service to Tenants (including Cable TV fees)	160	250	(90)	-36%	3,810	2,500	1,310	52%
Grant Income-Capital Grant-Unrestricted	280,304	-	280,304	0%	2,979,007	-	2,979,007	0%
Miscellaneous Revenue	-	100	(100)	-100%	1,550	1,000	550	55%
<b>Total Other Revenue</b>	<b>281,915</b>	<b>1,150</b>	<b>280,765</b>	<b>24414%</b>	<b>2,992,404</b>	<b>11,500</b>	<b>2,980,904</b>	<b>25921%</b>
<b>TOTAL REVENUE</b>	<b>347,530</b>	<b>72,077</b>	<b>275,453</b>	<b>382%</b>	<b>3,636,704</b>	<b>720,771</b>	<b>2,915,933</b>	<b>405%</b>
Conventions and Meetings	-	125	(125)	-100%	1,367	1,250	117	9%
Advertising	-	1,167	(1,167)	-100%	-	11,667	(11,667)	-100%
Office Salaries	12,576	13,624	(1,048)	-8%	137,236	136,243	994	1%
Office Supplies	-	229	(229)	-100%	8,256	2,292	5,964	260%
Legal Expense (Project)	310	1,250	(940)	-75%	13,361	12,500	861	7%
Audit Expense	-	625	(625)	-100%	2,200	6,250	(4,050)	-65%
Bookkeeping Fees/Accounting Services	5,600	5,967	(367)	-6%	56,000	59,667	(3,667)	-6%
Telephone & Answering Service	295	450	(155)	-34%	5,080	4,500	580	13%
Bad Debts	-	104	(104)	-100%	2,407	1,042	1,365	131%
Miscellaneous Administrative Expenses	665	1,350	(685)	-51%	13,079	13,500	(421)	-3%
<b>Total Administrative Expenses</b>	<b>19,446</b>	<b>24,891</b>	<b>(5,445)</b>	<b>-22%</b>	<b>238,986</b>	<b>248,909</b>	<b>(9,923)</b>	<b>-4%</b>
Electricity	2,763	2,917	(154)	-5%	30,206	29,167	1,039	4%
Water	2,807	2,333	474	20%	24,378	23,333	1,045	4%
Gas	357	263	95	36%	2,293	2,625	(332)	-13%
Cable Television	296	415	(119)	-29%	4,617	4,150	467	11%
<b>Total Utilities Expense</b>	<b>6,223</b>	<b>5,928</b>	<b>296</b>	<b>5%</b>	<b>61,494</b>	<b>59,275</b>	<b>2,219</b>	<b>4%</b>
Exterminating Contracts	70	150	(80)	-53%	833	1,500	(667)	-44%
Garbage & Trash Removal	1,530	1,600	(70)	-4%	17,158	16,000	1,158	7%
Repairs Payroll	13,462	16,124	(2,662)	-17%	159,188	161,238	(2,050)	-1%
Repairs Material	1,217	1,650	(433)	-26%	15,288	16,500	(1,212)	-7%
Repairs Contracts	1,347	2,000	(653)	-33%	12,511	20,000	(7,489)	-37%
Heating/Cooling Repairs & Maintenance	-	188	(188)	-100%	54,216	1,875	52,341	2792%
Vehicle & Maint. Equip. Operation & Repair	-	400	(400)	-100%	7,205	4,000	3,205	80%
Miscellaneous Operating & Maintenance	-	300	(300)	-100%	-	3,000	(3,000)	-100%
<b>Total Operating &amp; Maintenance Expenses</b>	<b>17,626</b>	<b>22,411</b>	<b>(4,785)</b>	<b>-21%</b>	<b>266,399</b>	<b>224,113</b>	<b>42,286</b>	<b>19%</b>
Real Estate Tax	2,075	2,075	-	0%	20,750	20,750	-	0%
Payroll Taxes (project share)	2,112	2,500	(388)	-16%	26,609	25,000	1,609	6%
Property & Liability Insurance	3,718	3,250	468	14%	35,578	32,500	3,078	9%
Workmen's Compensation	889	810	79	10%	8,926	8,104	822	10%
Health Insurance & Other Employee Benefits	5,836	5,083	753	15%	57,724	50,833	6,891	14%
Pension Expense	1,483	492	991	202%	6,354	4,917	1,437	29%
<b>Total Taxes &amp; Insurance</b>	<b>16,113</b>	<b>14,210</b>	<b>1,903</b>	<b>13%</b>	<b>155,941</b>	<b>142,104</b>	<b>13,837</b>	<b>10%</b>
<b>TOTAL OPERATING EXPENSES (Before Depr. &amp; Int.)</b>	<b>59,408</b>	<b>67,440</b>	<b>(8,032)</b>	<b>-12%</b>	<b>722,820</b>	<b>674,402</b>	<b>48,418</b>	<b>7%</b>
<b>OPERATING INCOME (LOSS) (Before Depr. &amp; Int.)</b>	<b>288,122</b>	<b>4,637</b>	<b>283,485</b>	<b>6114%</b>	<b>2,913,884</b>	<b>46,369</b>	<b>2,867,515</b>	<b>6184%</b>
Depreciation Expenses	1,109	-	1,109	0%	11,090	-	11,090	0%
<b>Total Depreciation &amp; Amortization Expense</b>	<b>1,109</b>	<b>-</b>	<b>1,109</b>	<b>0%</b>	<b>11,090</b>	<b>-</b>	<b>11,090</b>	<b>0%</b>
<b>Operating Profit (Loss) after Depreciation &amp; Int.</b>	<b>287,013</b>	<b>4,637</b>	<b>282,376</b>	<b>6090%</b>	<b>2,902,794</b>	<b>46,369</b>	<b>2,856,425</b>	<b>6160%</b>

*See Accountant's Report*

**Housing Authority of the Town of Trumbull CT C-13**  
**Statement of Net Position**  
**As of April 30, 2020 and 2019**

	<b>2020</b>	<b>2019</b>
Petty Cash Fund	\$ 200	\$ 200
Cash - Operations	20,364	45,175
Reserve Cash - Saving and Investments	10,058	13,820
Tenant Members A/R	4,926	1,887
Critical Needs Grant Receivable	7,933	-
Misc. Pre Paid Expenses	2,256	5,266
Prepaid Insurance	1,162	1,497
<b>Total Current Assets</b>	<b>46,899</b>	<b>67,845</b>
Construction in Progress	238,105	152,839
Buildings	2,909,692	2,909,692
Building Equipment	14,841	12,686
Office Furniture & Equipment	84,052	84,052
Motor Vehicles	3,832	3,832
<b>Total Fixed Assets</b>	<b>3,250,522</b>	<b>3,163,101</b>
Accumulated Depreciation	(2,880,310)	(2,876,508)
<b>Net Fixed Assets</b>	<b>370,212</b>	<b>286,593</b>
<b>Total Assets</b>	<b>417,111</b>	<b>354,438</b>
Accts Payable - Operations	26,423	48,089
Accts Payable - Stern Village	321,139	214,293
Accrued Payroll	-	-
Accrued Compensated Absences	7,231	2,314
Accrued Property Taxes	6,131	3,612
Prepaid Rents	327	2,375
Deferred Revenue - RAP & Congregate Subsidy	648	61,155
<b>Total Current Liabilities</b>	<b>361,899</b>	<b>331,838</b>
Deferred Revenue - Cable	164	365
<b>Total Long Term Liabilities</b>	<b>164</b>	<b>365</b>
Net Investment in Capital Assets	370,212	286,593
Unrestricted Net Position	(315,164)	(264,358)
<b>Total Equity - Governmental Accounting (GASB)</b>	<b>55,048</b>	<b>22,235</b>
<b>Total Liabilities &amp; Equity / Retained Earnings</b>	<b>\$ 417,111</b>	<b>\$ 354,438</b>

*See Accountant's Report*

**Housing Authority of the Town of Trumbull CT C-13**  
**Operating Statement with Budget**  
**For the Ten Months Ended April 30, 2020**

	<b>1 Month</b>	<b>1 Month</b>	<b>1 Month</b>		<b>YTD</b>	<b>YTD</b>	<b>YTD</b>	
	<b>Amount</b>	<b>Budget</b>	<b>Variance</b>	<b>%</b>	<b>Amount</b>	<b>Budget</b>	<b>Variance</b>	<b>%</b>
Rent Revenue - Gross Potential (Tenant's Portion)	13,881	13,829	52	0%	138,644	138,290	354	0%
Tenant Assistance Payments - Congregate	1,419	1,471	(52)	-4%	14,337	14,710	(373)	-3%
Excess Utilities	-	-	-	0%	-	-	-	0%
<b>Total Rent Revenue (GPI @ 100% Occupancy)</b>	<b>15,300</b>	<b>15,300</b>	<b>-</b>	<b>0%</b>	<b>152,981</b>	<b>153,000</b>	<b>(19)</b>	<b>0%</b>
Apartments- Vacancy	1,275	556	719	129%	9,861	5,560	4,301	77%
Rental Concessions	-	-	-	0%	-	-	-	0%
<b>Total Vacancies</b>	<b>1,275</b>	<b>556</b>	<b>719</b>	<b>129%</b>	<b>9,861</b>	<b>5,560</b>	<b>4,301</b>	<b>77%</b>
<b>Net Rental Revenue (Rent Revenue Less Vacancy)</b>	<b>14,025</b>	<b>14,744</b>	<b>(719)</b>	<b>-5%</b>	<b>143,120</b>	<b>147,440</b>	<b>(4,320)</b>	<b>-3%</b>
<b>Elderly &amp; Congregate Serv. Income (attach schedule)</b>	<b>30,577</b>	<b>29,945</b>	<b>632</b>	<b>2%</b>	<b>309,446</b>	<b>299,450</b>	<b>9,996</b>	<b>3%</b>
Financial Revenue- Project Operations	6	72	(66)	-92%	136	720	(584)	-81%
Revenue from Investments- Miscellaneous	-	-	-	0%	-	-	-	0%
<b>Total Financial Revenue</b>	<b>6</b>	<b>72</b>	<b>(66)</b>	<b>-92%</b>	<b>136</b>	<b>720</b>	<b>(584)</b>	<b>-81%</b>
Laundry & Vending Revenue	1,237	150	1,087	725%	3,580	1,500	2,080	139%
Sales & Service to Tenants (including Cable TV fees)	-	-	-	0%	-	-	-	0%
Grant Income-Capital Grant-Unrestricted	2,062	-	2,062	0%	2,062	-	2,062	0%
Miscellaneous Revenue	442	83	359	430%	4,267	833	3,434	412%
<b>Total Other Revenue</b>	<b>3,741</b>	<b>233</b>	<b>3,508</b>	<b>1503%</b>	<b>9,909</b>	<b>2,333</b>	<b>7,576</b>	<b>325%</b>
<b>TOTAL REVENUE</b>	<b>48,349</b>	<b>44,994</b>	<b>3,355</b>	<b>7%</b>	<b>462,611</b>	<b>449,943</b>	<b>12,668</b>	<b>3%</b>
Conventions & Meetings	-	-	-	0%	137	-	137	0%
Office Salaries	3,046	3,300	(254)	-8%	32,796	32,997	(201)	-1%
Office Supplies	-	183	(183)	-100%	294	1,833	(1,539)	-84%
Legal Expense (Project)	-	42	(42)	-100%	1,789	417	1,372	329%
Audit Expense	-	79	(79)	-100%	-	792	(792)	-100%
Bookkeeping Fees/Accounting Services	700	746	(46)	-6%	7,275	7,458	(183)	-2%
Bad Debts	-	-	-	0%	1,322	-	1,322	0%
Telephone and Answering Services	194	130	64	49%	2,444	1,300	1,144	88%
Miscellaneous Administrative Expenses	35	130	(95)	-73%	2,212	1,300	912	70%
<b>Total Administrative Expenses</b>	<b>3,975</b>	<b>4,610</b>	<b>(635)</b>	<b>-14%</b>	<b>48,269</b>	<b>46,097</b>	<b>2,172</b>	<b>5%</b>
Electricity	1,376	1,650	(274)	-17%	15,834	16,500	(666)	-4%
Water	1,017	850	167	20%	7,654	8,500	(846)	-10%
Gas	1,233	1,021	212	21%	10,200	10,208	(8)	0%
Cable Television	294	275	19	7%	3,138	2,750	388	14%
<b>Total Utilities Expense</b>	<b>3,920</b>	<b>3,796</b>	<b>124</b>	<b>3%</b>	<b>36,826</b>	<b>37,958</b>	<b>(1,132)</b>	<b>-3%</b>
Exterminating Supplies	-	42	(42)	-100%	-	417	(417)	-100%
Garbage & Trash Removal	170	185	(15)	-8%	1,718	1,850	(132)	-7%
Heating & Cooling Repairs and Maint.	2,250	271	1,979	731%	32,781	2,708	30,073	1110%
Repairs Payroll	1,771	2,113	(342)	-16%	20,888	21,133	(245)	-1%
Repairs Material	99	25	74	296%	2,009	250	1,759	704%
Repairs Contracts	336	600	(264)	-44%	6,171	6,000	171	3%
Elevator Maintenance	-	400	(400)	-100%	2,398	4,000	(1,602)	-40%
Vehicle & Maintenance Equipment Repair	-	-	-	0%	59	-	59	0%
Miscellaneous Operating & Maintenance	-	25	(25)	-100%	-	250	(250)	-100%
<b>Total Operating &amp; Maintenance Expenses</b>	<b>4,626</b>	<b>3,661</b>	<b>965</b>	<b>26%</b>	<b>66,024</b>	<b>36,608</b>	<b>29,416</b>	<b>80%</b>
Real Estate Tax	333	333	(0)	0%	3,330	3,333	(3)	0%
Payroll Taxes (project share)	405	450	(45)	-10%	5,175	4,500	675	15%
Property & Liability Insurance	413	350	63	18%	3,948	3,500	448	13%
Workmen's Compensation	46	100	(54)	-54%	474	1,000	(526)	-53%
Health Insurance & Other Employee Benefits	970	900	70	8%	10,315	9,000	1,315	15%
Pension Expense	152	100	52	52%	1,594	1,000	594	59%
<b>Total Taxes &amp; Insurance</b>	<b>2,319</b>	<b>2,233</b>	<b>86</b>	<b>4%</b>	<b>24,836</b>	<b>22,333</b>	<b>2,503</b>	<b>11%</b>
<b>Elderly &amp; Congregate Serv. Expense (attach schedule)</b>	<b>33,366</b>	<b>29,945</b>	<b>3,421</b>	<b>11%</b>	<b>323,253</b>	<b>299,450</b>	<b>23,803</b>	<b>8%</b>
<b>TOTAL OPERATING EXPENSES (Before Depr. &amp; Int.)</b>	<b>48,206</b>	<b>44,245</b>	<b>3,961</b>	<b>9%</b>	<b>499,208</b>	<b>442,447</b>	<b>56,761</b>	<b>13%</b>
<b>OPERATING INCOME (LOSS) (Before Depr. &amp; Int.)</b>	<b>143</b>	<b>750</b>	<b>(607)</b>	<b>-81%</b>	<b>(36,597)</b>	<b>7,497</b>	<b>(44,094)</b>	<b>-588%</b>
Depreciation Expenses	317	-	317	0%	3,170	-	3,170	0%
<b>Total Depreciation &amp; Amortization Expense</b>	<b>317</b>	<b>-</b>	<b>317</b>	<b>0%</b>	<b>3,170</b>	<b>-</b>	<b>3,170</b>	<b>0%</b>
<b>Operating Profit (Loss) after Depreciation &amp; Int.</b>	<b>(174)</b>	<b>750</b>	<b>(924)</b>	<b>-123%</b>	<b>(39,767)</b>	<b>7,497</b>	<b>(47,264)</b>	<b>-630%</b>

See Accountant's Report

**Housing Authority of the Town of Trumbull CT C-13**  
**Operating Statement with Budget**  
**For the Ten Months Ended April 30, 2020**

	<u>1 Month</u>	<u>1 Month</u>	<u>1 Month</u>		<u>YTD</u>	<u>YTD</u>	<u>YTD</u>	
	<u>Amount</u>	<u>Budget</u>	<u>Variance</u>	<u>%</u>	<u>Amount</u>	<u>Budget</u>	<u>Variance</u>	<u>%</u>
<b>REVENUE</b>								
Tenants' Contributions-Core Services	18,887	19,468	(581)	-3%	192,619	194,680	(2,061)	-1%
Other Income/Meals	-	-	-	0%	22	-	22	0%
State Subsidy-Core	8,452	8,452	-	0%	86,122	84,520	1,602	2%
State Subsidy-Expanded Core	3,238	2,025	1,213	60%	30,683	20,250	10,433	52%
<b>Total Revenue Congregate Services</b>	<b>30,577</b>	<b>29,945</b>	<b>632</b>	<b>2%</b>	<b>309,446</b>	<b>299,450</b>	<b>9,996</b>	<b>3%</b>
<b>CONGREGATE CORE SERVICES</b>								
<b>House Management</b>								
Bookkeeping	700	746	(46)	-6%	7,275	7,458	(183)	-2%
House Manager Salary	2,060	2,232	(172)	-8%	22,198	22,317	(119)	-1%
Fringe Benefits	1,006	926	80	9%	10,973	9,258	1,715	19%
Payroll Taxes	376	420	(44)	-10%	4,932	4,201	731	17%
Insurance-Workers Comp.	52	38	15	39%	506	375	131	35%
Outside Security Services	12,398	8,896	3,502	39%	93,594	88,958	4,636	5%
<b>Total Management</b>	<b>16,592</b>	<b>13,257</b>	<b>3,335</b>	<b>25%</b>	<b>139,478</b>	<b>132,568</b>	<b>6,911</b>	<b>5%</b>
<b>Housekeeping</b>								
Chore Service Wages	1,048	992	57	6%	9,312	9,915	(603)	-6%
Cleaning of Common Areas	298	263	35	13%	3,531	2,626	905	34%
Cleaning Supplies	-	208	(208)	-100%	3,805	2,083	1,722	83%
<b>Total Housekeeping</b>	<b>1,346</b>	<b>1,462</b>	<b>(116)</b>	<b>-8%</b>	<b>16,648</b>	<b>14,624</b>	<b>2,024</b>	<b>14%</b>
<b>Meal Expense</b>								
Food Costs	-	-	-	0%	-	-	-	0%
Meal Services	13,049	12,593	457	4%	133,680	125,925	7,755	6%
Supplies/Utensils	-	125	(125)	-100%	303	1,250	(947)	-76%
Utilities	403	438	(35)	-8%	3,723	4,375	(652)	-15%
<b>Total Meals</b>	<b>13,452</b>	<b>13,155</b>	<b>297</b>	<b>2%</b>	<b>137,706</b>	<b>131,550</b>	<b>6,156</b>	<b>5%</b>
<b>Social Services</b>								
Supplies	-	46	(46)	-100%	-	458	(458)	-100%
<b>Total Social Services</b>	<b>-</b>	<b>46</b>	<b>(46)</b>	<b>-100%</b>	<b>-</b>	<b>458</b>	<b>(458)</b>	<b>-100%</b>
<b>TOTAL EXPENSES-CORE SERVICES</b>	<b>31,390</b>	<b>27,920</b>	<b>3,470</b>	<b>12%</b>	<b>293,832</b>	<b>279,200</b>	<b>14,632</b>	<b>5%</b>
<b>EXPANDED CORE SERVICES</b>								
Resident Services Coordinator	763	1,500	(737)	-49%	14,687	15,000	(313)	-2%
Wellness/Preventive Program	1,213	525	688	131%	14,734	5,250	9,484	181%
<b>TOTAL EXPENSES-EXPANDED CORE</b>	<b>1,976</b>	<b>2,025</b>	<b>(49)</b>	<b>-2%</b>	<b>29,421</b>	<b>20,250</b>	<b>9,171</b>	<b>45%</b>
<b>Total All Expenses</b>	<b>33,366</b>	<b>29,945</b>	<b>3,421</b>	<b>11%</b>	<b>323,253</b>	<b>299,450</b>	<b>23,803</b>	<b>8%</b>
<b>Net Program Cost (expenses minus revenue)</b>	<b>(2,789)</b>	<b>-</b>	<b>(2,789)</b>	<b>0%</b>	<b>(13,807)</b>	<b>-</b>	<b>(13,807)</b>	<b>0%</b>

See Accountant's Report