May 2013

The Honorable Steve Hogan
Mayor, City of Aurora
15151 East Alameda Parkway
Aurora, CO 80012

Dear Mayor Hogan and Members of the City Council:

It is our pleasure to present for your review, the Housing Authority of the City of Aurora's 2012 Annual Report.

2012 was an exciting year for AHA! In August, Village at Westerly Creek, the new, 55-unit, 3-story apartment building for seniors/disabled, warmly welcomed its first residents. Keeping with our commitment of providing quality, affordable housing, the newly constructed building provides residents with accessible, ample sized units that are rich in amenities.

AHA case managers and Arapahoe County Department of Human Services have successfully collaborated in providing housing stability for families and youth in the Family Unification Program. This program serves young adults coming out of foster care as well as families with children with case management and rental assistance.

In September, AHA’s administrative office moved to a newly renovated office building located on E. Iliff Ave. and S. Xanadu Way. Over $1 million in improvements were made to accommodate staff, clients, and future growth. Accessibility accommodations were met with the addition of an ADA accessible elevator along with proximity to a major bus line.

Another noteworthy happening for AHA was the increase in the number of Commissioners. In July, the Board welcomed its two new members, Ray Barnes and Regis Groff.

In this era of reduced revenues, we look forward to the ongoing partnership we have with the City of Aurora to deal with the affordable housing challenges we face. On behalf of the Board of Commissioners, the staff, and all of the Authority's residents and clients, we thank you for your continued support.

Barbara Cleland
Chairwoman

Craig A. Maraschky
Executive Director
Aurora Housing Authority was excited to relocate its Administrative Office to a newly refurbished building near the intersection of Illiff and I-225. The old office located at 10745 E. Kentucky Avenue, has been demolished to make way for additional parking and open space at the new housing development for seniors, Village at Westerly Creek.

AHA purchased Country Club Park 2, located at 2280 S. Xanadu Way, Aurora, Colorado, in November 2011. Keeping accessibility at the forefront, the new Administrative Office is on a major bus line and the million-dollar renovation of the 27,000 square foot building includes a new ADA accessible elevator addition, lobby entrance, and restrooms.

The new office space will accommodate AHA’s anticipated growth and is replete with a large community room, boardroom, employee break room, as well as many smaller conference rooms. There are over 80 parking spaces that include designated handicap accessible parking spaces.
At the time of AHA’s creation in 1975, Colorado Revised Statutes (C.R.S.) allowed for a maximum of five Commissioners to be appointed to the Board. C.R.S. 29-4-204 has been amended to allow for the appointment of up to 11 Commissioners.

Since its inception, AHA has had five Commissioners; in July, 2012 an ordinance change by the Aurora City Council increased the number of board members to seven. Over the years, the AHA has evolved into a very complex agency. The creation of affordable housing communities and the administration of housing programs is a very complex aspect of the agency that requires knowledge of real estate, project development, and finance. Adding two additional board members expands the knowledge base of the agency and provides a broader community perspective. Additional board members will also allow for the creation of internal committees to serve at the pleasure of the board.

The following Aurora citizens serve on the AHA Board of Commissioners:
Chairwoman - Barbara Cleland, Aurora Mental Health Center and City Council At Large
Vice-Chairman - Dale Mingilton, Elemtinal Consulting and Photography
Deb Neeley – Vice President, Citywide Banks
Kay Barnes – Retired, CHFA
Ray Barnes – Retired Fire Chief, President/CEO Priorities 21 Inc, Senior Partner Global Emergency Solutions, LLC
Susan Farmer – Medical Center of Aurora
Regis Groff - Former President, Colorado State Senate
The Housing Authority of the City of Aurora was pleased to reveal the culmination of over a year of work on the new look and feel for our website at http://www.aurorahousing.org/. A new logo and color scheme were chosen to reflect the positive activities happening at AHA.

In-house employees provided the content and took control of the website from its conception to its finalization, working in small groups with the contractor. These in-house employees were relied upon because of their extensive experience with the field of web design.

Software development was done by Infinite Computing Systems, Inc. in Cedar Rapids, Iowa, a firm picked from over a dozen bidders due in no small part to their solid reputation and innovative vision in design. The content management system is dynamic and easy to use, requiring very little knowledge of coding to provide up-to-date news and information with consistent expression from the organization.

One of the most anticipated features of the new website is the landlord listings, a place to automate and maintain listing of landlords interested in providing residences for Section 8 Housing Choice Voucher participants. The new system allows landlords to create and maintain their own accounts to monitor their listings, from how many people looked at it as well as removing or re-listing it as needed. While hardcopy of the listings will still be available at the main office, the web listing will eventually take the place of the generic spreadsheet currently monitored by AHA staff.

The overall vision was to provide a fresh, new look at the housing authority and make it easy to find what you need. We have added search functionality and clean printing capabilities. Options to comment, leave questions, or register a vendor opportunity have given us tools to keep in touch with our community.

The new calendar function allows interested parties to receive reminders of upcoming board meetings, waitlist openings, and even requests for proposals and bids. Registration for special events can also be done online. This function requires no login or account and can be directly exported to Microsoft Outlook and other calendar programs.

New features and additional information are in progress, and development on the site keeps it dynamic and informative. We are very excited for what we’ve accomplished, and continue to look forward to what we develop for the future.
VETERANS AFFAIRS SUPPORTIVE HOUSING

The U.S. Department of Housing and Urban Development awarded Aurora Housing Authority (AHA) 75 HUD-VASH (Veterans Affairs Supportive Housing) vouchers. The first 50 vouchers were awarded in 6/2010 and another 25 were awarded in 4/2012. The HUD-VASH program combines Housing Choice Voucher (HCV) rental assistance for homeless veterans with case management and clinical services provided by the Department of Veterans Affairs (VA). The VA provides these services for participating veterans at VA medical centers (VAMCs) and community-based outreach clinics. Currently 62 veterans are being assisted by AHA through this program.

Every year since 2008, HUD and VA have awarded HUD-VASH vouchers based on geographic need and public housing agency (PHA) administrative performance. The allocation process for HUD-VASH vouchers is a collaborative approach that relies on three sets of data: HUD’s point-in-time data submitted by Continuums of Care (CoCs), VAMC data on the number of contracts with homeless Veterans, and performance data from PHAs and VAMCs.

Applications for the VASH (Veterans Affairs Supportive Housing) Program are taken at the Veterans Administration (VA) office, in Denver, CO.

If the applicant is approved by the VA, the VA forwards the information to AHA to determine eligibility for the VASH housing choice voucher program. AHA arranges for veterans to attend an orientation at which time a voucher is issued. Housing assistance is provided through AHA and the VA provides continuing case management.

FAMILY UNIFICATION PROGRAM

Aurora Housing Authority (AHA) was awarded funding for 50 participants through the Family Unification Program (FUP) in September 2011. FUP is a program under which Housing Choice Vouchers (HCVs) are provided to two different populations: (1) Families for whom the lack of adequate housing is the primary factor in: (a) The imminent placement of the family’s child or children in out-of-home care; (b) The delay in the discharge of the child or children to the family from out-of-home care; and (2) Youth at least 18 years old and not more than 21 years old who left foster care at age 16 or older and lack adequate housing.

Eligible applicants are those families who have an open case with Arapahoe County Child, Youth and Family Services department and youths 18-21 years old who left foster care at age 16 or older and lack adequate housing. If the applicant is found to be eligible for FUP by Arapahoe County Social Services, the information is forwarded to the AHA to determine eligibility for the FUP housing choice voucher program. AHA arranges for approved participants to attend an orientation at which time a voucher is issued. Currently all fifty vouchers are being utilized.

FUP funding is allocated through a competitive process; therefore, not all Public Housing Agencies (PHAs) administer the program. AHA administers the FUP in partnership with Arapahoe County Social Services, who are responsible for referring FUP families and youths to AHA for determination of eligibility for rental assistance. In addition, to rental assistance, supportive services to FUP youths must be provided for the entire 18 months in which the youth participates in the program. These services are provided by Arapahoe County Social Services and Aurora Housing Authority’s Family Services Department.

Examples of the skills targeted by these services include money management skills, job preparation, educational counseling, and proper nutrition and meal preparation.

Eligible applicants are those families who have an open case with Arapahoe County Child, Youth and Family Services department and youths 18-21 years old who left foster care at age 16 or older and lack adequate housing. If the applicant is found to be eligible for FUP by Arapahoe County Social Services, the information is forwarded to the AHA to determine eligibility for the FUP housing choice voucher program. AHA arranges for approved participants to attend an orientation at which time a voucher is issued. Currently all fifty vouchers are being utilized.
A SUCCESSFUL COLLABORATION

AHA and Arapahoe County Human Services entered into an exciting and successful partnership in August, 2011 when AHA was awarded 50 Family Unification Program (FUP) vouchers. FUP was signed into law in 1990 by George H. W. Bush as a federally funded program through the U.S. Department of Housing and Urban Development (HUD). FUP vouchers are administered by Public Housing Authorities (PHA’s) such as AHA in partnership with Public Child Welfare Agencies (PCWA) such as Arapahoe County Human Services. Arapahoe County Human Services refers families who lack adequate housing to AHA. This lack of housing must be the primary factor contributing to the imminent placement of children in out-of-home care or be the primary barrier to children being discharged to their family from out-of-home care. In addition, FUP serves youth (18-21 years) exiting the foster care system who do not have adequate housing. Many foster youth have traditionally ended up homeless after foster care and FUP helps prevent this. Once Arapahoe County Human Services refers families or youth to AHA the eligibility process for a Housing Choice Voucher (HCV) begins. In addition to housing, this program provides supportive services (e.g., case management, money management, job preparation, education counseling, parenting education and support, emotional support, and income stabilization). Currently, there are 35 families and 13 youth who are housed. Typically, the PCWA’s provide case management to FUP participants. However, in this special partnership formed between AHA and Arapahoe County Human Services, AHA is providing contract case management services to these families and youth for Arapahoe County Human Services. All AHA case managers have Master of Social Work (MSW) degrees and are experienced specifically in housing case management. This approach has contributed positively to the success of this program. Internally, AHA’s Family Advocates (case managers) work closely with the Housing Specialist. Externally, the Family Advocates form part of an inter-agency team with the case workers representing Arapahoe County Human Services. Through this exciting and successful collaboration, many vulnerable families and youth have been given the opportunity to become housing stable and with this stability have been able to work on improving the health of their family and are moving toward independence and self-sufficiency. The program has a success rate of 90%, reflecting the dedication of this inter-agency team.

AHA SENIOR DEVELOPMENT GOES SMOKE FREE

Our senior housing development made the successful transition to smoke-free housing. Buckingham Gardens, the 120 unit elderly housing complex that is being transformed into Village at Westerly Creek, piloted the program in June of 2012. AHA decided to pursue a smoke-free housing policy for three main reasons: 1) Smoke-free units have much lower turnover costs than units occupied by smokers; 2) Increasing demand for smoke-free housing; and 3) tenant health improves with smoke-free housing. The plan was multipart and started a year earlier with a survey gauging resident attitudes about first and second hand smoke and meetings with the residents to discuss the transition. As the Village at Westerly Creek is a smoke-free community, the implementation team was faced with a deadline for educating our residents on the benefits of smoke-free housing. While most residents were familiar with the dangers of smoking, many were unaware of the danger of second-hand smoke. The team included staff from Aurora Housing Authority, Tri-County Health Department and the State of Colorado Tobacco Education, Prevention and Cessation Program. The team worked together to bring in outside resources to explain the dangers of second-hand smoke and discuss the proposed changes. The U.S. Department of Housing and Urban Development has encouraged Public Housing Agencies to develop non-smoking policies. Working towards a non-smoking environment has provided AHA with the opportunity to develop partnerships with organizations we normally do not come into contact with. Our non-smoking policy is seen by many as an amenity in marketing and renting.
The Village at Westerly Creek provides 55 independent apartments for very-low income seniors, the majority with physical or mental disabilities. The 3-story development is rich in design, energy-efficiencies, amenities and services to ensure a sustainable asset for an increasingly vulnerable population.

**Affordable:** Without this asset, residents would be unable to find or afford housing. These LIHTC units are permanently affordable to those at 30%, 50%, and 60% AMI. The median annual income of the residents is $9000, below the federal poverty level. Residents pay only 30% of their income toward rent, with an average payment of $200.

**Green:** We exceeded minimum Green Communities Criteria by 100%. Pre-construction energy design grant funds provided efficiency engineering. The results are significant insulative properties, E-star fixtures and appliances, and economical systems. Photo-voltaic panels on a reflective white roof generates over 75Kw of electricity to the facility, reducing common area utility costs by 50%. Monthly, the property generates 9000 Kw of electricity -- the equivalent of 150 trees grown or 16,500 miles driven by car.

**Comfortable and Safe:** A large community living space greets visitors at entering, replete with fireplace, stained glass windows, historic photos and comfortable seating. The community room seats 130 people at tables, and boasts a full kitchen and buffet area. An exercise room, hair salon, laundry facilities, property management, and maintenance are (Continued on next page)
An AHA Community Builder offices here to provide valuable linkages to arzea services and assistance. A dedicated boiler delivers radiant heat under entry sidewalks during inclement weather, allowing residents to safely travel the perimeter. A secured entry and camera system provides resident safety. Landscaped courtyards, walkways and a community garden offer year-round enjoyment.

**Lasting Asset:** We pre-leased the property within 7 hours in May 2012, three months prior to construction completion. Extensive use of brick and metal provide durability and ease of maintenance. State, City, County, and local non-profit groups provided over $5 million in federal funds to ensure continuing viability. Step-free and fully accessible units allow residents to remain independent for a longer period. Wide hallways allow two wheelchairs and two people to walk abreast. Two-bedroom units accommodate durable medical equipment or live-in caregivers.

**Responsive:** We thoughtfully created a “village” with increased density, and in harmony with the community desires. During design development, the team met 14 different occasions with residents, neighborhood groups, businesses, and elected officials to ascertain how to best achieve all goals in a financially feasible manner. The ensuing project integrates well within the neighborhood’s modest scale, while providing exceptional quality, amenities, finishes, and services for very low-income seniors/disabled.

**Exceptional:** The design responds in a contemporary manner to a mid-century neighborhood. The differing roof-lines, undulating setbacks, and predominant use of brick and metal paneling allows the 55’ tall building to blend into its surroundings. Oversize parapets conceal large HVAC equipment and protect photo-voltaic panels. High ceilings, big windows and sliding-glass doors enlarge the unit’s feel, and courtyards, walkways and community gardens provide for resident enjoyment.
Aurora Housing Authority Consolidated Financials
Total Reporting Entity
Year Ended December 31, 2012

**Balance Sheet**

**Assets**
- Cash $9,139,236
- Other Current Assets $4,334,735
- Total Capital Assets (Net of Accumulated Depreciation) $63,737,183
- Non-Current Assets $33,494,596

**Total Assets** $110,705,750

**Liabilities and Net Assets**
- Current Liabilities $7,892,210
- Non-Current Liabilities $56,676,659
- Net Assets $46,136,881

**Total Liabilities and Net Assets** $110,705,750

**Income Statement**

**Revenues**
- Operating Revenue $5,723,105
- HUD HAP Revenue $17,660,770
- Federal Operating Grants $1,923,180
- Federal Capital Grants $338,815
- Non-operating Revenue $3,929,209

**Total Revenue** $29,575,079

**Expenses**
- Operating Expenses $6,687,818
- HAP Payments $18,195,641
- Non-operating expenses $6,256,961

**Total Expenses** $31,140,420

**Net Income** $ (1,565,342)
Senior staff:
Craig Maraschky, Executive Director
Linda Jaster, Deputy Director
Les Arney, Director of Finance
Lisa Dickerson, Director of Assisted Housing
Cynthia King, Director of Property Management
Elizabeth Gundlach Neufeld, Director of Development
Melinda Townsend, Director of Family Services

Staff:
Amanda Gauna, Amy Makurumidze, Andrea Strayer, Angela Patent, Anita Baker,
Belinda Woodall, Bernadette Carrasco, Brenda Davis, Carman Alfonso, Celia Rivas,
Chris Raber, Cindy Gonzales, Dennis Gordon, Doreen Padilla, Edwin Guerra, Efren Flores,
Erin Gill, Frank Heslop, Hannaha Han, James Vargas, Jan Eck, Janice MacDonald, John
Tamborski, Jolene Walkowiak, Jose Campos, Joszette Gaines, Kellie Squair, Kristi Jenkins,
Larry Yoder, Laura Coddington, Lisa Moore, Lisette Moya, Lucio Banuelos, Manuel
Ortega, Marcia Sherlock, Mary Baker, Mary Jane Perea, Meera Dane, Rolinda Pruitt,
Stephanie Stines, Tamme Polson, Tania Morris, Thomas Polk, Tricia Old Elk