**5-Year PHA Plan**
(for All PHAs)

**Purpose.** 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, goals and objectives for serving the needs of low-income, very low-income, and extremely low-income families.

**Applicability.** Form HUD-50075-5Y is to be completed once every 5 PHA fiscal years by all PHAs.

### A. PHA Information.

| PHA Name: | Housing Authority of the City of Aurora |
| PHA Code: | CO 052 |

**PHA Plan for Fiscal Year Beginning:** (MM/YYYY): 1/2020  
**PHA Plan Submission Type:** [ ] 5-Year Plan Submission  
[ ] Revised 5-Year Plan Submission

**Availability of Information.** In addition to the items listed in this form, PHAs must have the elements listed below readily available to the public. A PHA must identify the specific location(s) where the proposed PHA Plan, PHA Plan Elements, and all information relevant to the public hearing and proposed PHA Plan are available for inspection by the public. Additionally, the PHA must provide information on how the public may reasonably obtain additional information on the PHA policies contained in the standard Annual Plan, but excluded from their streamlined submissions. 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 their official websites. PHAs are also encouraged to provide each resident council a copy of their PHA Plans.

Copies of the 5-Year PHA Plans are kept at the reception desk of the main office of the Housing Authority of the City of Aurora (AHA) (2280 S Xanadu Way, Aurora CO 80014) for public review. In addition, 5-Year PHA Plans can be found on AHA’s website.

**PHA Consortia: (Check box if submitting a Joint PHA Plan and complete table below)**

<table>
<thead>
<tr>
<th>Participating PHAs</th>
<th>PHA Code</th>
<th>Program(s) in the Consortia</th>
<th>Program(s) not in the Consortia</th>
<th>No. of Units in Each Program</th>
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<td>Lead PHA:</td>
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**B. 5-Year Plan.** Required for all PHAs completing this form.
B.1 Mission. State the PHA’s mission for serving the needs of low-income, very low-income, and extremely low-income families in the PHA’s jurisdiction for the next five years.

To develop and promote housing for the needs of low income families in the PHA’s jurisdiction by expanding the supply of assisted housing, collaborative partnerships with other agencies, developing quality properties we manage, and improving the community with economic vitality by providing the families with the peace of mind of clean and stable homes.

B.2 Goals and Objectives. Identify the PHA’s quantifiable goals and objectives that will enable the PHA to serve the needs of low-income, very low-income, and extremely low-income families for the next five years.

Goal 1: Expand supply of assisted housing
Strategies:

a. Apply for additional rental vouchers as NOFA’s are announced and when appropriate (e.g., additional FUP, VASH, FSS, Mainstream etc.)

b. If available (AHA can only project base up to 20% of our total voucher program), expand Project Based Voucher program through competitive RFP process and at AHA owned and managed properties.

Goal 2: Reduce the average length of homelessness in the community
Strategies:

a. Continue to champion Aurora@Home (A@H)– a collaborative partnership comprised of Aurora, Colorado based nonprofits, the City of Aurora, and Arapahoe County. A@H’s mission is to support those in Aurora who are experiencing homelessness or are at-risk of becoming homeless to achieve self-reliance.

b. Continue to seek additional funding streams to supplement existing rental assistance and case management for A@H

c. Maintain current funding streams for Aurora@Home by demonstrating need, reporting outcomes and by being accountable to the A@H collaborative and funders

Goal 3: Organize and deliver services more effectively, improve the way we work
Strategies:

a. Further staff and Board of Commissioners training and development by providing pertinent training opportunities through external programs (e.g., NAHRO, Nan McKay, NelRod, NAEH, NCHV, etc.) and through internal programs for staff (e.g. customer service, Trauma Informed Care, de-escalation, etc.).

b. Improve AHA’s website by posting resources, documents, information for landlords and the general public, and forms for clients

c. Keep stakeholders informed about AHA news through website announcements, public notices, and annual reports.
d. Increase AHA’s exposure/presence in the community via social media, news releases, events, etc.
e. Seek ways to foster relationships within the community (i.e., City Council, congressional staff, City and County entities, etc.) to better accomplish AHA’s mission
f. Implement electronic document management system – scan paper files into electronic files that are stored in the cloud. This will reduce costs, and the space needed for physical filing cabinets while streamlining access to client files, decreasing lost files, and eliminating the use and costs of an offsite storage facility.

Goal 4: Increase availability of secure and affordable housing:
Strategies:

a. Add affordable housing units to the market
b. Prioritize housing that accommodates families (larger units) by actively seeking opportunities for land and funding sources
c. Add inventory through special limited partnerships by working with for and non-profit multifamily developers that are creating affordable housing in Aurora
d. Support private property managers and owners who are willing to provide affordable, quality housing by providing them with education and resources on how the HCV program works and what the property manager’s or owner’s role is.
e. Support private property managers and owners who are willing to provide affordable, quality housing by providing them with education and resources on how the Aurora@Home (the City’s plan to address homelessness) program works and what the property manager’s or owner’s role is.
f. Pilot a housing stabilization plan (i.e., eviction prevention) to help reduce evictions for cost burdened households that are eligible for the assistance.

goal 5: Improve community quality of life and economic vitality
Strategies:

a. Identify and recruit service providers that can serve the families and seniors at AHA owned properties through activities, events, presentations, etc. Community Builders serving 1 senior property and 4 family properties will work to develop programming at the properties they serve.
b. Advocate for families and seniors so they have access to the programs they need in the community through the Community Building program and through the part time Service Coordinator serving Fletcher Garden, LLLP.
c. Study ways to financially sustain the Community Building program at other AHA properties.
d. Remove lead-based paint hazards and other health risks from homes by inspections and by providing education and outreach to clients and landlords
e. Assist eligible residents with avoiding eviction by continuing on with the implementation of the Housing Stabilization Policy and Procedures
f. Increase accountability for residents that live at AHA properties by enforcing lease provisions, educating residents on lease requirements, and monitoring activity that is not in compliance with lease provisions
g. Focus on capital projects: update and modernize exterior and interior at AHA properties
h. Create and implement a Resident Satisfaction Survey for Assisted Housing and all AHA owned and operated properties. - Achieve at least a score of 80% in all categories (maintenance and repair, communication, safety, services and neighborhood appearance) 
  
i. Provide residents/HCV holders with information about home ownership programs that are administered by other agencies in the community

**Goal 6: Ensure equal opportunity and affirmatively further fair housing**

**Strategies:**

a. Improve housing literacy/information on Fair Housing: provide reliable, ongoing information source for tenants and voucher holders, post information on the AHA website, social media pages about fair housing 
  
b. Continue to implement, update Language Assistance Plan as needed and review what languages need to be covered by aligning with the City of Aurora’s Consolidated Plan and/or by resident/tenant surveys demonstrating specific need as related to AHA. 
  
c. Continue contract with Language Line or a similar provider for translation services and interpretation. 
  
d. Provide renters’ rights cards and information on website by creating a page on AHA’s site about renter’s rights. In addition, review and update renter right information distributed at HCV orientations and Aurora@Home (City’s plan to address homelessness) orientation. 
  
e. Address barriers to access opportunities in education, employment, and transportation by building developments and/or partnering with developers through special limited partnerships focusing on higher opportunity areas. 
  
f. Promote healthy communities by developing new properties near resources such as parks, recreation centers, healthy food sources, etc. 
  
g. Invest in job training by exploring potential partnerships with organizations around job training (e.g. Work Force Centers, Colorado Work Employment and Education (CWEE), Ready-to-Work, etc.) 
  
h. Continue working relationship with A/D Works! (Arapahoe and Douglas County’s Workforce Center) that allows for a .75 Employment Specialist to be embedded at AHA. 

**Goal 7: Increase accessible, adaptable/visitable housing**

**Strategies:**

a. Comply with required regulations for new AHA developments and existing developments 
  
b. Continue addressing issues identified in the Transition Plan so that all existing AHA properties are in compliance with Section 504 and ADA requirements. 
  
c. Continue to implement Section 504 Plan and update as needed 
  
d. Continue to implement and update reasonable accommodation policy and procedures as needed 
  
e. Retain an outside contractor to complete a Section 504 Audit in 2022. 
  
f. Provide ADA resources on the website
Goal 8: Conversion of 4 Public Housing units at Village at Westerly Creek 3

a. Work with HUD to reposition the 4 Public Housing units at Village at Westerly Creek 3 by awarding residents currently residing in those units with Tenant Protection Vouchers. The units at Village at Westerly Creek 3 that will be repositioned are:
   a. 10925 E. Kentucky Ave, Unit 102, Aurora, CO 80012
   b. 10925 E. Kentucky Ave, Unit 103, Aurora, CO 80012
   c. 10925 E. Kentucky Ave, Unit 104, Aurora, CO 80012
   d. 10925 E. Kentucky Ave, Unit 105, Aurora, CO 80012

B.3 Progress Report. Include a report on the progress the PHA has made in meeting the goals and objectives described in the previous 5-Year Plan.

A. PHA Goal: Expand the supply of assisted housing.

2015-2019 Strategies Progress Report:

- Awarded 32 VASH Vouchers; 10 will be project based at Peoria Crossing, AHA’s transit oriented, multi-family development
- Awarded 40 Mainstream Vouchers in 2018
- Awarded Tenant Protection Vouchers

B. PHA Goal: Improve the quality of assisted housing

Objective: Improve voucher management: (SEMAP score).

2015-2019 Strategies

- Continue to maintain Section 8 High Performer Status of 90% or better
- Continue to maintain high lease up of 95% of utilization or budget authority.
- Continue to successfully monitor budget authority and payment standard.

2015-2019 Strategies Progress Report:

- Continued to maintain Section 8 High Performer Status for every year of the 2015-2019, 5 Year Plan.
- Continued to assess the housing market annually and update payment standards as needed
- Finished demolishing Buckingham Gardens and replaced with Village at Westerly Creek campus, completed in 2018
- Through a competitive RFP process, awarded 9 Project Based Section 8 Vouchers to Brothers Redevelopment for their Paris Street Family Apartments project
- Provided 14 Project Based Section 8 Vouchers and 10 Project Based VASH vouchers to Peoria Crossing, AHA’s newest LIHTC development to be completed in October 2019

2. Objective: Increase customer satisfaction:

2015-2019 Strategies

- Create and Implement a Resident Satisfaction Survey for Assisted Housing and all AHA owned and operated properties. - Achieve at least a score of 80% in all categories (maintenance and repair, communication, safety, services and neighborhood appearance).
• Create strategies and training opportunities for Assisted Housing and Property Management to improve rating on the Resident Satisfaction Survey.
• Continue to facilitate and encourage resident participation in Resident Councils/Association to help drive AHA’s efforts in responding to resident concerns and interests.
• With the demolition of public housing at Buckingham Gardens, develop a new Resident Advisory Board.

2015-2019 Strategies Progress Report:

• Though Property Management made an effort to find a reliable vendor to conduct the survey, a survey was not conducted in 2015-2019. Moving forward, we would keep this survey opportunity on our next five year plan as we still do wish to put together this data if the options and costs are available in the future.
• Property Management continued to meet with residents in various forums to provide training, coaching, and forward strategies to receive complaints and suggestions for the categories as listed above (maintenance and repair, communication, safety, services, and neighborhood appearance). This has included meetings with various local, state, and federal representatives, as well as classes held on site for understanding of hoarding disorders, mediation between neighbor disputes, and other opportunities we will continue to pursue.
• All Assisted Housing staff participated in customer service and team building training in 2015
• All Assisted Housing staff will be attending customer service and team building training in 2019
• Assisted Housing department continued ongoing bi-monthly trainings with Housing Specialists
• Community Builders at 4 family properties and 2 senior properties continue to work actively with Resident Councils at each property to respond to resident concerns and provide activities, events and presentations of interest to them.
• With demolition of Buckingham Gardens, leaving only 4 Public Housing units, a Resident Advisory Council was developed in lieu of a Resident Advisory Board. The Resident Advisory Council consists of representatives from the Resident Councils from 4 family properties and 2 senior properties as well as voucher representatives representing HCV, VASH and FUP programs.
• Property Management works with our Community Builder and Service Coordinators to pursue these associations, as well as responding to online forums on the topic

3. Objective: Dispose and demolish obsolete public housing and provide replacement housing by March 2015.

2015-2019 Strategies

• The second and final round of elderly/disabled households living in units marked for demolition at Buckingham Gardens (Public Housing will be relocated in the first quarter of 2015 to Village at Westerly Creek, Building 2.
• Provide replacement vouchers for public housing
• Study the feasibility of utilizing public/private partnerships for the redevelopment of public housing in Aurora.

2015-2019 Strategies Progress Report:
• All public housing units at Buckingham Gardens were demolished and replaced with 194 units of affordable housing now known as the Village at Westerly Creek Campus, completed in 2018.
• Provided 56 tenant protection vouchers for elderly/disabled households residing in units marked for demolition at Buckingham Gardens
• Continued to work on acquiring existing multi-family developments to preserve existing naturally occurring affordable rental housing. Though a few offers were made in 2019, no new existing developments have been purchased.
• Identified vacant parcels of land to provide and expand affordable housing options and made an offer for a site.

C. **PHA Goal**: Increase assisted housing choices.
   1. **Objective**: Conduct outreach efforts to potential voucher landlords.

   **2015-2019 Strategies**
   • Conduct Landlord fairs on a regular basis to retain current landlords and recruit additional landlords willing work with Section 8 residents.
   • Identify the barriers to accepting Section 8 residents from a landlord’s perspective.
   • Continue to identify mechanisms that expand housing choices to residents.
   • Continue to provide Section 8 voucher mobility counseling.
   • Increase voucher payment standards while staying within AHA’s budget authority

   **2015-2019 Strategies Progress Report:**
   • Conducted a landlord fair in 2015
   • Provided resources for current and potential landlords
   • Identified barriers for S8 residents from a landlord’s perspective – in 2017, a graduate student completed a research paper on landlord perceptions of the Section 8 program for AHA
   • Continuously provide portability options and guidance in accordance with HUD requirements
   • With low vacancy rates during the period of the 2015-2019 5 Year Plan, many owners/property managers in the Metro Denver area started rejecting tenants with vouchers and rental assistance. AHA is actively working with City Council members to create a policy that prevents income discrimination to prevent voucher holders and rental assistance applicants from being rejected merely due to source of income (direct and indirect income).
   • Completed VWC3 in 2018 which includes 4 public housing units for seniors
   • Contracted a landlord recruiter to expand housing choices for participants in the Aurora@Home program (the City of Aurora’s homeless plan) as well as FUP and VASH participants.

D. **PHA Goal**: Promote self-sufficiency and asset development of assisted households
   1. **Objective** - Attract supportive services to residents to improve assistance in life skills (e.g., career development, money management, resident rights and responsibilities, communication, parenting, etc.).

   **2015-2019 Strategies**
• The Senior Community Builder who serves 3 senior and disabled properties (1 Public Housing and 2 Project-Based Section 8) will continue to identify resources to assist the senior and disabled residents to age-in-place and maintain their independence for as long as possible.
• The Family Community Builder who serves 4 AHA properties (2 Project-Based Section 8 and 2 Tax Credit) and Property Management staff will work closely together to identify needs around resident rights and responsibilities, money management, etc.

2015-2019 Strategies Progress Report:
• The Community Builders who serves 3 senior and disabled properties (2 Project-Based Section 8 and 1 Tax Credit that has 4 Public Housing units) and the Service Coordinator that serves 1 senior property that is Project Based, continued to identify resources to assist senior and disabled residents to age-in-place and maintain their independence for as long as possible.
• The Community Builders who serves 4 AHA family properties (2 Project-Based Section 8 and 2 Tax Credit) and Property Management staff continued to work closely together to identify needs around resident rights and responsibilities, money management, etc.
• Continued to partner and work closely with Arapahoe County Human Services in varying capacities to better serve our lower income populations living on AHA properties and being served by AHA through Aurora@Home.
• Continue to be affiliated with Denver Health’s Leadership Council for Non-Smoking in Multifamily Homes, and have connections with the Tri-County Health Department who has connected us with the Red Cross and similar organizations

2. Objective - Offer advocacy to residents increase resident access to mainstream benefits (e.g., TANF, food stamps, etc.).

2015-2019 Strategies
• Continue the partnership between AHA and Arapahoe County Human Services, Children Youth and Family Services (the PCWA) around the 50 FUP vouchers AHA was awarded.
• Continue the working relationship with Arapahoe County Human Services and AHA’s Family Advocates (housing case managers) to guarantee resident access to mainstream benefits.
• Continue to provide advocacy services for residents in need of mainstream benefits through the Family and Senior Community Builder and the Senior Service Coordinator.
• Develop a closer working relationship with Adams County Human Services.
• Identify additional funding resources to expand life skills programming to FUP, Aurora Home, Family Rapid Re-Housing and Assisted Housing residents.

2015-2019 Strategies Progress Report:
• Continued the partnership between AHA and Arapahoe County Human Services, Children Youth and Family Services (the PCWA) around the 50 FUP vouchers AHA was awarded. Monthly meetings are held between Arapahoe County Case Workers and AHA Case Managers to do case conferencing, streamline referrals, etc. Quarterly meetings are held with staff and managers.
• Arapahoe County Department of Human Services and Community Development committed a .75 FTE Work Force Specialist to AHA in 2015. This staff person is embedded in AHA and while primarily assigned to Aurora@Home also assists families in the overall voucher program with special focus on FUP and VASH.
• Continued to provide advocacy services for residents in need of mainstream benefits through the Family and Senior Community Builder and the Senior Service Coordinator.
• Developed partnerships with Atlantis Community, Aurora Mental Health, and Developmental Pathways to provide Mainstream voucher assistance to households with a disabled family member.
• Received a Wells Fargo Foundation grant that funded additional life skills programming to FUP, Aurora Home, and Family Rapid Re-Housing.
• Continued to do outreach to Adams County Human Services with the hope of developing a closer working relationship.

E. PHA Goal: Ensure equal opportunity and affirmatively further fair housing
1. Objective - Undertake affirmative measures to ensure access to assisted housing regardless of race, color, religion, national origin, sex, familial status and disability.

2015-2019 Strategies
• Undertake affirmative measures to ensure accessible housing to persons with all varieties of disabilities regardless of unit size required.
• Continue on-going efforts to educate and provide information to the general population and to landlords about fair housing.
• Conduct on-going training to educate staff around fair housing, reasonable accommodations and the American Disabilities Act.
• Build community ties with private and non-profit organizations to affirmatively further fair housing.

2015-2019 Strategies Progress Report:
• Ensured accessible housing to persons with all varieties of disabilities regardless of unit size required through Mainstream Vouchers
• We continue to follow our affirmative fair housing marketing plans at properties in order to try and inform as many organizations and sites that cater to those individuals with disabilities to inform them of upcoming housing opportunities at our projects, as well as working to emphasize and prioritize our reasonable accommodation and modification program to be visible and available for those eligible.
• Conducted ongoing trainings to educate staff around fair housing, reasonable accommodations, ADA - each Department conducted ongoing trainings to educate staff around fair housing, reasonable accommodations, ADA.
• Conducted HQS inspections to ensure health and safety for all AH participants
• In 2017, completed Section 504 audit and transition plan for all AHA properties and main office.
- In 2019, completed a Section 504 Policy and Language Assistance Plan to be utilized in all AHA departments (i.e., Assisted Housing, Development, Family Services and Property Management).

2. Objective - 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.

2015-2019 Strategies
- Continue conducting HQS inspections to insure health and safety for all assisted housing participants.
- Provide ongoing training for all property management and maintenance staff in fair housing.
- Perform reviews monthly within different AHA departments to identify and develop best practices around fair housing.
- Address concerns immediately and assure that procedures are in place to address these concerns for the resident’s well-being.
- Perform monthly reviews of demographics for any cancelled/denied/disinterested applicants to prevent any potential bias.

2015-2019 Strategies Progress Report:
- Continued conducting HQS inspections to insure health and safety for all assisted housing participants.
- Training for all Property Management and Maintenance individuals happens in-depth at their hire, and then quarterly for updates and testing on their knowledge, plus an annual class.
- Performed monthly/quarterly quality control reviews
- The Compliance Manager maintains thorough records of all Fair Housing-related concerns, as well as requests, and is constantly reviewing interactions for details on this issue.
- Performed monthly reviews of demographics, found them in line with local demographics as well as expressed reasons in our admissions and occupancy policies. Our exceptions and policies for overrides are carefully documented when they occur.

F. PHA Goal: Provide staff and commissioners with the tools necessary to effectively and efficiently execute their roles & responsibilities. Provide funding and access to local and national trainings and conferences.

1. Objective - Continue to provide in-house training on a regular basis and access to the necessary resources

2015-2019 Strategies
- Continue following, updating and reviewing the compliance calendar to keep track of all reports required to investors as well as local, state, and federal funder to identify event and to assign them to staff members for completion.
- Continue investing in the training of staff and members of the Board of Commissioners both by providing in-house and off-site training opportunities.
- Provide cross-training opportunities between departments.
- Continue maintaining all office equipment as needed (office furniture, computers, software, etc.).
• Explore the possibility of converting Section 8 files and procedures to a digital format.

2015-2019 Strategies Progress Report:
• Property Management staff and Finance Department, monitor and update the compliance calendar to keep track of all reports required to investors as well as local, state, and federal funder to identify event and to assign them to staff members for completion.
• AHA staff members in all departments are encouraged to participate in trainings and conferences when applicable to guarantee AHA programs are utilizing best practices.
  o Family Services case managers participate annually in the Annual Conference for National Alliance to End Homelessness, Metro Denver Homeless Initiative Trainings, etc.
  o Family Services Service Coordinator participates actively in the local chapter of the American Association of Service Coordinators (AASC) and attends the Annual AASC Conference.
  o Assisted Housing staff are all encouraged to participate in regional NAHRO trainings and other relevant trainings offered through organizations that specialize in Assisted Housing (e.g., NelRod, Nan McKay, Quadel, etc.).
• Board members attended NAHRO conferences held throughout the year
• Cross training between departments took place: Property Management provided liaisons to Development, the Assisted Housing department provided training for Property Managers in 2015
• Ongoing replacement of office equipment occurred throughout 2015-2019 – computers replaced on a quarterly basis; per needed hardware upgrades – copiers, computer hardware; software upgrades were done; converted Outlook to the cloud/Office365
• Selected a software provider to convert Section 8 paper files to digital format – plan to implement it in 2019

G. PHA Goal: Commit Aurora Housing Authority resources to build community at AHA and AHA-managed properties.
1. Objective: Continue to provide community building services at 5 AHA owned and managed properties (4 family properties and 1 senior property).
2015-2019 Strategies
• Continue to increase resident access to service through the efforts of the Community Builders, Service Coordinators and Family Advocates.
• Continue to promote a greater sense of community at all AHA properties through presentations, activities, and events that are collaboratively offered by Property Management and Community Building.
• Promote increased resident ownership of and leadership of all Resident Councils/Associations.

2015-2019 Strategies Progress Report:
• Community Builders and the Service Coordinator worked to increase resident access to services and benefits through advocacy and referral work.
• Community Builders and the Service Coordinator continued to promote a greater sense of community at all AHA properties through presentations, activities, and events.
Using the Asset Based Community Development model, Resident Councils decide what they most want and need at their properties which, in turn, promotes increased resident ownership of and leadership of all Resident Councils.

H. PHA Goal: Improve the quality and value of PHA Goals:

Objective: Improve the quality of and value of AHA and AHA-managed investments while meeting the housing needs of low income families.

2015-2019 Strategies

- Maintain and update books for each property that includes warranty information, systems, vendors, number and size of units, maps, floor plans, procedures (including but not limited to snow removal, emergency, etc)
- Maintain and update the Operation Manuals for the Property Management Department including rules for resident criteria, eligibility, standard leases, weekly reports, work order instructions and priorities, preventative maintenance, and property standards.
- Through the Employee of the Quarter program and other forms of employee recognition for achievements, instill in AHA staff members a sense of pride in managing AHA properties effectively.
- Continue to provide the funds and resources that are necessary manage AHA assets by making capital improvements.

2015-2019 Strategies Progress Report:

- In 2019, AHA hired a Facilities and Asset Manager to oversee maintenance and upkeep on all existing AHA property; provided training to Property Maintenance Staff; and coordinated with the Development Department to integrate ‘best practices’ into all new developments. The Facilities and Asset Manager will also provide oversight on capital improvement project planning.
- The Operations Manual for the Property Management Department is updated on an as needed basis throughout the year.
- The Employee of the Quarter program was implemented throughout 2015-2019 and continues to recognize outstanding staff through nominations by fellow staff.
- Property Management staff utilized Move in Success – a service that provides interactive video tutorials that covers the lease summary and move-ins for new residents. In 2015-16, additional languages were added: Spanish, Korean, Karen, Vietnamese, and Somali.

I. PHA Goal: Continue an active partnership with the City of Aurora, Adams County, and Arapahoe County on its efforts to revitalize neighborhoods.

1. Objective: See Goal Above

2015-2019 Strategies

- AHA pursues opportunities when appropriate to receive the City of Aurora’s federal HOME and CDBG funds.
- AHA will continue to partner with the City of Aurora and the City of Denver on the development of a “Catalytic Project” (funded by the Denver Regional Council of Governments) around a new commuter rail stop in Aurora. The projected 180-unit development is on a 5+ acre parcel owned by the Aurora Housing Authority located within a ½ mile of the new rail station.
• AHA will continue to partner with the City of Aurora Community Development staff through the state developed “Housing Toolkit” on the creation of permanent supportive housing on land owned by the City which will be developed by AHA.
• AHA will continue serving as the administrator and fiscal agent for Aurora@Home, the City of Aurora’s plan to address homeless families with dependent children.

**2015-2019 Strategies Progress Report:**

- **First Avenue:** The City of Aurora provided HOME funds for the reroofing of this property containing 181 units of affordable housing.
- **VWC3:** The City of Aurora and Arapahoe County provided HOME funding for the construction of 74 affordable rental units for seniors and families.
- **Peoria Crossing:** The City of Aurora provided HOME funding for the construction of an 82 unit affordable rental property for single and family households.
- **Willow Park:** The City of Aurora provided CDBG funds for the reroofing of this property containing 68 units of Project Based Rental Assistance.
- **Provided 9 Project-Based Section 8 vouchers to Paris Family Apartments developed by Brothers Redevelopment in partnership with the City of Aurora’s Community Development office and through the state developed “Housing Toolkit”.
- **AHA continues to serve as the Aurora@Home (A@H) Plan Administrator and one fiscal agent and has received federal HOME and CDBG funds through Arapahoe County, City of Aurora and Division of Housing to help provide tenant-based rental assistance to participant families.**

**J. PHA Goal:** Expand and diversify AHA and AHA-managed portfolio through acquisitions and new developments.

1. **Objective:** Identify strategies by which to expand and diversify AHA and AHA managed portfolio through acquisitions and new developments.

**2015-2019 Strategies**

- **AHA is looking at different development scenarios for 5-acre vacant parcel at 30th & Peoria. The goal is to construct approximately 180 new units for families on this site.**
- **Subsequent to the completion of the second phase of Village at Westerly Creek and the demolition of the remaining Buckingham Gardens units, AHA will have approximately 5 acres on which to develop additional low- and moderate-income housing.**
- **AHA continues to work on developing the portfolio to meet the needs of larger family units. Our last two multifamily developments had significant numbers of three and four bedroom units to meet this growing need.**
- **Explore the development of veteran housing on or near the Fitzsimons medical campus through the use of project-based VASH, GPD or other funding streams.**

**2015-2019 Strategies Progress Report:**

- **Peoria Crossing,** an 82 unit development that will house families and Veterans, was completed October 2019 and now occupies half of the 5-acre parcel at 30th and Peoria St.
- **AHA developed the remaining five acres from Buckingham Gardens into two types of housing: Exponent provides 50 two-, three-, and four-bedroom affordable units of family rental housing and VWC3 provide 24 one-bedroom fully accessible affordable units of senior rental housing.**
• AHA will apply for 9% LIHTC in 2019 to develop 50, independent living units for 55+ designated for Veterans, Veteran spouses and Gold Star Family members near the Fitzsimons medical campus

K. PHA Goal: Review housing needs in the market area and strategize to create housing for veterans, homeless, and other communities with special needs.

1. Objective: Strategize to create housing for people experiencing homelessness.

2015-2019 Strategies

• Identify any opportunities that might exist to apply for VASH that can be project-based.
• Identify land that can be acquired and funds that would be necessary to create and support housing for homeless veterans.
• Continue servings as the sub-recipient of Family Rapid Re-Housing (SHP Demo) funding through Colorado Coalition for the Homeless who is the recipient. Funds from this program serve families with income who are currently homeless for 6 mos. with the goal of getting the families housed and stabilized as quickly as possible. AHA provides intake, screening and housing case management for this program.
• Continue to participate in the Leadership Group and Design Team for the Metro Denver 25 Cities Initiative to identify additional homeless populations and to implement a new Coordinated Intake and Assessment (VI-SPDAT) tool and new matching program that links specific homeless individuals to appropriate housing opportunities with availability.
• Continue collaboration with Community Development of the City of Aurora participated in a Colorado initiative to implement a housing toolkit designed to address the need for permanent supportive housing

2015-2019 Strategies Progress Report:

• AHA, responding to a Request for Proposals from the Colorado Department of Human Services was awarded a three-acre parcel on the Fitzsimons Campus to develop 50 units of affordable rental housing for senior Veterans.
• Awarded 32 VASH Vouchers; 10 will be project based at Peoria Crossing, AHA’s transit oriented, multi-family development
• Awarded 40 Mainstream Vouchers in 2018 to serve families with a disabled household member
• Awarded 227 Tenant Protection Vouchers for Moderate Rehabilitation opt-outs
• Continued serving as the sub-recipient of Family Rapid Re-Housing funding through Colorado Coalition for the Homeless who is the recipient.
• Actively participated in the Leadership Group and Design Team for the Metro Denver 25 Cities Initiative while it was convened.
• Participated actively in Metro Denver Homeless Initiatives implementation of the Coordinated Intake and Assessment (VI-SPDAT) tool, OneHome (the Coordinated Intake tool) and HMIS use.
• AHA continues to serve as the Plan Administrator for Aurora@Home the City’s plan to address homelessness.
L. PHA Goal: Establish AHA policy to better meet unmet community needs.

Objective: Partner with other Aurora organizations in implementing the City of Aurora’s plan to address homelessness among families with dependent children, Aurora@Home.

2015-2019 Strategies

- Continue serving in role of administrator and primary fiscal agent for Aurora@Home in 2011 until no longer needed.
- AHA leadership staff members will convene and lead Aurora@Home’s Governing Board and Operations Committee.
- AHA will continue to supervise the Aurora Home Navigator (housing case manager).

2015-2019 Strategies Progress Report:

Aurora@Home:

- Continued serving in role of Plan Administrator and as one fiscal agent for Aurora@Home. Aurora@Home is a collaborative of approximately 18 Aurora-based organizations.
- AHA’s Executive Director convened Aurora@Home’s Governing Board from 2011-2017.
- AHA’s Deputy E.D. of Housing and Family Services continues to convene the Aurora@Home Operations Committee.
- AHA hires one Aurora@Home Navigator (case manager) who serves 25-35 families per year (depending on funding availability) and contracts with the individual who provides Landlord Recruitments for participants in Aurora@Home. The Landlord Recruiter identifies potential owners/property managers willing to work with AHA and Aurora@Home and assists participants through the housing search, lease up and, when needed, mediation.

Objective: Assess the feasibility of mixed-income development through public-private partnerships.

2015-2019 Strategies

- Explore new opportunities to increase affordable housing development through public-private partnership.

2015-2019 Strategies Progress Report:

- In 2019, AHA revised its Special Limited Partnership criteria and policy to assist non- and for-profit developers in the development of affordable rental housing. Colorado Statute allows for the waiver of all taxes and fees by the local jurisdiction to properties in which AHA, or an affiliated entity, is an owner. During 2019, AHA closed on five developments for a total of 462 units of affordable rental housing.

M. PHA Goal: Strengthen agency infrastructure.

1. Objective: Identify ways to strengthen the agency’s infrastructure.

2015-2019 Strategies

- AHA will continue to develop and implement policies and procedures to assist in the day to day management of the organization as needed.
- AHA will evaluate the current quarterly employee recognition program to determine if changes need to be made.

2015-2019 Strategies Progress Report:
- A new employee handbook was developed and distributed to staff that improved efficiencies in locating policies and procedures in one place
- An employee wellness program was implemented to engage staff and encourage wellbeing. Activities included: healthy eating classes, monthly newsletters, and monthly challenges with rewards
- AHA continues to provide all staff with the benefit of the Employee Assistance Program
- The Employee of the Quarter Award program has been a success, changes are not anticipated

### N. PHA Goal

AHA will develop and nurture a positive image in our community.

**1. Objective:** Identify strategies that further develop and nurture AHA’s positive image in the community.

#### 2015-2019 Strategies Progress Report:
- Created a video that promoted AHA’s impact in the community through the voices of our residents
- Created and distributed Annual Reports that provides a yearly report on the activities and finances to our partners and the community
- Sponsored various community events for local nonprofit organizations
- Collaborated with Denver Housing Authority and Stanley Marketplace on the Giving Wall – a holiday gift drive for families in the FUP, VASH and A@H program
- Received $4,255 from the holiday donation drive that benefitted residents at Summersong, Trolley, Willow park
- The Board invited City Council members to tour Exponent, VWC3 and continue to invite them to AHA events such as ground breaking ceremonies and grand openings
- In 2015 - Village at Westerly Creek, Phase 2 won Housing Colorado’s People’s Choice Eagle Award.
- In 2019 - Village at Westerly Creek, Phase 3 won Novogradac’s Development of Distinction Award and Affordable Housing Finance’s Reader’s Choice Award/Public Housing Redevelopment.

### B.4 Violence Against Women Act (VAWA) Goals

Provide a statement of the PHA’s goals, activities objectives, policies, or programs that will enable the PHA to serve the needs of child and adult victims of domestic violence, dating violence, sexual assault, or stalking.

Please see attachment A.

### B.5 Significant Amendment or Modification

Provide a statement on the criteria used for determining a significant amendment or modification to the 5-Year Plan.

Conversion of 4 Public Housing Units at Village at Westerly Creek 3:
- AHA plans to work with HUD to reposition the 4 Public Housing units at Village at Westerly Creek 3 by awarding residents currently residing in those units with Tenant Protection Vouchers. The units at Village at Westerly Creek 3 that will be repositioned are:
  - e. 10925 E. Kentucky Ave, Unit 102, Aurora, CO 80012
  - f. 10925 E. Kentucky Ave, Unit 103, Aurora, CO 80012
- To convert the 4 units, AHA plans to submit a streamlined voluntary conversion plan to HUD as well as the necessary HUD forms. The plan will include what is outlined in Notice PIH 2019-05 (HA):
  - Propose the conversion plan at the public hearing
  - Board resolution
  - Input from the Resident Advisory Council
  - Local government review
  - Description of future use for the units
  - Environmental requirements
  - Impact Analysis
  - Relocation Activities
  - Close-Out Information

<table>
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<tr>
<th>B.6 Resident Advisory Board (RAB) Comments.</th>
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<tr>
<td>(a) Did the RAB(s) provide comments to the 5-Year PHA Plan?</td>
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<tr>
<td>Y ☐ N ☒</td>
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<tr>
<td>(b) If yes, comments must be submitted by the PHA as an attachment to the 5-Year PHA Plan. PHAs must also include a narrative describing their analysis of the RAB recommendations and the decisions made on these recommendations.</td>
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</table>

The Resident Advisory Council met at Village at Westerly Creek on Tuesday, September 24, 2019 at 5:30 p.m. The Council supported the 2020-2024 5-Year Plan as presented here without comment. Since there are no current public housing residents, this Council consists of representatives from AHA owned properties and special voucher programs. Please see Attachment B.

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<th>B.7 Certification by State or Local Officials.</th>
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<tr>
<td>Form HUD 50077-SL, Certification by State or Local Officials of PHA Plans Consistency with the Consolidated Plan, must be submitted by the PHA as an electronic attachment to the PHA Plan.</td>
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</table>

**Instructions for Preparation of Form HUD-50075-5Y**

5-Year PHA Plan for All PHAs

| A. PHA Information 24 CFR §903.23(4)(e) |
A.1 Include the full PHA Name, PHA Code, PHA Fiscal Year Beginning (MM/YYYY), PHA Plan Submission Type, and the Availability of Information, specific location(s) of all information relevant to the hearing and proposed PHA Plan.

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

B. 5-Year Plan.

B.1 Mission. State the PHA’s mission for serving the needs of low-income, very low-income, and extremely low-income families in the PHA’s jurisdiction for the next five years. (24 CFR §903.6(a)(1))

B.2 Goals and Objectives. Identify the PHA’s quantifiable goals and objectives that will enable the PHA to serve the needs of low-income, very low-income, and extremely low-income families for the next five years. (24 CFR §903.6(b)(1)) For Qualified PHAs only, if at any time a PHA proposes to take units offline for modernization, then that action requires a significant amendment to the PHA’s 5-Year Plan.

B.3 Progress Report. Include a report on the progress the PHA has made in meeting the goals and objectives described in the previous 5-Year Plan. (24 CFR §903.6(b)(2))

B.4 Violence Against Women Act (VAWA) Goals. Provide a statement of the PHA’s goals, activities objectives, policies, or programs that will enable the PHA to serve the needs of child and adult victims of domestic violence, dating violence, sexual assault, or stalking. (24 CFR §903.6(a)(3))

B.5 Significant Amendment or Modification. Provide a statement on the criteria used for determining a significant amendment or modification to the 5-Year Plan.

B.6 Resident Advisory Board (RAB) comments.

   (a) Did the public or RAB provide comments?  
   (b) If yes, submit comments as an attachment to the Plan and describe the analysis of the comments and the PHA’s decision made on these recommendations. (24 CFR §903.17(a), 24 CFR §903.19)

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 the 5-Year PHA Plan. The 5-Year PHA Plan provides the PHA’s mission, goals and objectives for serving the needs of low-income, very low-income, and extremely low-income families and the progress made in meeting the goals and objectives described in the previous 5-Year Plan.

Public reporting burden for this information collection is estimated to average .76 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.