

TO: THE COMMISSIONERS OF THE HOUSING AUTHORITY  
OF THE CITY OF AURORA, COLORADO

PUBLIC NOTICE OF MEETING

TAKE NOTICE THAT THE REGULAR MARCH MEETING OF THE Commissioners of the Housing Authority of the City of Aurora, Colorado will be held via Zoom Conference.

To join, please call any of the numbers below:

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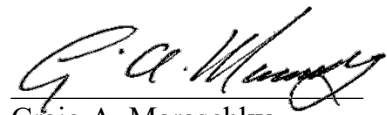
When prompted, enter the meeting ID: 864 864 0295

Meeting password: 060188

Aurora Housing Authority, 2280 S. Xanadu Way, Aurora, Colorado commencing at 5:00 p.m. on **Thursday, March 11, 2020** to consider and act upon the items shown on the attached agenda.

Dated: March 5, 2021

HOUSING AUTHORITY OF THE CITY OF AURORA, COLORADO



Craig A. Maraschky  
Executive Director and Secretary

Aurora Housing Authority Accessibility Statement: Disabled individuals requiring assistance must make their request known by NOON, WEDNESDAY, PRECEDING THE Thursday Board meeting by contacting Kristin Mounce at 720-298-7054.

NOTE: Under the State Open Meeting Law, the Aurora Housing Authority Board of Commissioners has a responsibility to advise the citizens of Aurora of its meetings and the topics which it proposes to discuss. The following agenda shows the proposed format for the meeting.

Aurora Housing Authority  
2280 S. Xanadu Way, Aurora, CO 80014  
**Thursday, March 11, 2020 – 5:00 PM via Zoom Conference**

*Mission Statement: To develop and promote quality housing while supporting and encouraging economic opportunities leading to self-sufficiency and independence.*

## REGULAR MARCH MEETING

1. Call to Order Regular March Meeting
2. Adoption of Agenda
3. Public to be heard
4. Consent Agenda
  - a. Action on Minutes of February 11, 2021 meeting.....1
  - b. Reports
    - i. Program Utilization.....3
    - ii. Director’s Report.....7
5. Financial Reports – Operating Statements
  - a. Financial Presentation

<u>All AHA properties</u>		<u>AHA Fund</u>		<u>Housing Choice Voucher</u>	
Balance Sheet	11	Balance Sheet	13	Balance Sheet	15
Budget Comparison	12	Budget Comparison	14	Budget Comparison	16

6. Reappointment of Barb Cleland to AHA Board
  - a. **Board Action Requested**
7. Education Community Health and Opportunity (ECHO) Program
  - a. **Board Action Requested**.....17
8. Special Limited Partnership Policy
  - a. **Board Action Requested**.....21
9. New Business/Commissioner Comments
10. Adjournment

HOUSING AUTHORITY OF THE CITY OF AURORA  
BOARD OF COMMISSIONERS

MINUTES

5:00 p.m. Thursday, February 11, 2021

Presiding: Chairman Suh

Present: Vice-Chair Huffman  
Commissioner Ashburn  
Commissioner Barnes  
Commissioner Cleland  
Commissioner Neeley  
Commissioner Spencer

Staff: Craig A. Maraschky, Executive Director  
Les Arney, Deputy Executive Director of Finance  
Melinda Townsend, Deputy Executive Director of Housing and Family Services  
Cindy Gonzales, Director of Property Management  
Dayna Ashley-Oehm, Director of Development  
Maggi Quinn, Director of Facilities  
Tania Morris, Director of Assisted Housing  
Melissa Stirdivant, Housing Developer  
Kristin Mounce, Office Manager

REGULAR FEBRUARY MEETING

Chairman Suh called the regular February meeting to order at 5:03 p.m.

PUBLIC TO BE HEARD

There was no public to be heard.

CONSENT AGENDA

Chairman Suh made a motion to approve the consent agenda. Second by Commissioner Cleland.  
Motion carried.

FINANCIALS

Mr. Arney went over the balance sheet and budget comparison reports for all AHA properties, AHA Fund, and Housing Choice Voucher programs.

Vice-Chair Huffman made a motion to approve the financials. Second by Commissioner Barnes.  
Motion carried.

**Connections at 6<sup>th</sup> Project Completion Virtual Tour**

Ms. Stirdivant presented a PowerPoint presentation to the Board regarding the completion of Connections at 6<sup>th</sup> Avenue – remodel/rehabilitation/renaming to Residences at 6<sup>th</sup> Avenue. This was in lieu of touring the property in-person, due to COVID-19 concerns.

## **Long-Term Debt for Housing Choice Voucher Program**

Mr. Maraschky opened the discussion on this topic, illustrating the higher number of portability vouchers that the Aurora Housing Authority's Housing Choice Voucher program administers.

Ms. Morris elaborated on the issues that come along with portability, and how they affect AHA's assisted housing department.

Mr. Arney elaborated on the financial impacts of the number of portability vouchers.

Staff recommends allowing the Executive Director to execute the promissory note to resolve the HUD identified deficiency.

Vice-Chair Huffman made a motion to allow the Executive Director to execute the promissory note to resolve the HUD identified deficiency. Second by Commissioner Barnes. Motion carried.

## **Gateway Project Update**

Ms. Ashley-Oehm provided the Board with updates on the Gateway Project since the last discussion regarding the Gateway Project.  
Discussion ensued.

## **2021 Agency Goals**

Mr. Maraschky brought Agency Goals for 2021 for discussion to the board. Mr. Maraschky went on to elaborate goals for each department within the agency, along with general agency goals.  
Discussion ensued.

## **ADJOURNMENT**

There being no further business, Chairman Suh adjourned the meeting at 6:31 p.m.

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Moses Suh, Chair  
Housing Authority of the City of Aurora

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Craig A. Maraschky  
Executive Director/Secretary

## PROGRAM UTILIZATION

1-Jan-21

# OF UNIT S	# OCCUPIED	% OCCUPIED
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### SECTION 8 MOD REHAB

Windsor Court	143	138	97%
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### HOUSING CHOICE VOUCHER

Vouchers/NED	1266	1252	99%
Portables		615	
VASH	117	105	90%
FUP	50	50	100%
Mainstream	40	34	85%



**Date:** 03/04/2021  
**To:** AHA Board of Commissioners  
**From:** Meera Dane (on behalf of Property Management Department)  
**RE:** Utilization Report

Following is the utilization report for February of 2021. This chart shows the actual dollars lost in income as well as the occupancy percentage for the property.

### Utilization Information February 2021 Aurora Housing Authority

	Units	Days =Total days in month* total units	Occupied = Total units occupied days	Vacant =# of vacant days of total vacant units	% Occ	February Vac. Cost	YTD Vacancy Loss	YTD Budgeted Rents (Tenant & Subsidy)	Vacancy loss % of YTD Budget Rents
Con. at 6 <sup>th</sup>	68	1972	1903	69	96.5%	\$ 3,297.14	\$12,543.35	\$ 182,733.00	6.86%
Exponent	50	1450	1386	64	95.6%	\$ 2,983.65	\$ 5,979.07	\$ 139,169.00	4.30%
First Ave	181	5249	4925	324	93.8%	\$15,540.00	\$32,006.67	\$ 475,191.00	6.74%
Fletcher	93	2697	2608	89	96.7%	\$ 2,832.10	\$ 7,430.81	\$ 165,726.00	4.48%
Ivy Hill	36	1044	1016	28	97.3%	\$ 1,568.00	\$ 1,568.00	\$ 114,772.00	1.37%
Peoria Crossing	82	2378	2292	86	96.4%	\$ 3,907.86	\$ 9,607.89	\$ 229,872.00	4.18%
Summersong	49	1421	1421	0	100.0%	\$ -	\$ -	\$ 82,348.00	0.00%
Trolley Park	38	1102	1074	28	97.5%	\$ 1,254.00	\$ 2,508.00	\$ 101,914.00	2.46%
VWC1	55	1595	1570	25	98.4%	\$ 1,157.79	\$ 2,417.79	\$ 145,944.00	1.66%
VWC2	65	1885	1863	22	98.8%	\$ 990.00	\$ 2,250.00	\$ 172,980.00	1.30%
VWC3	24	696	696	0	100.0%	\$ -	\$ -	\$ 43,694.00	0.00%
Willow Park	68	1972	1945	27	98.6%	\$ 1,325.89	\$ 1,325.89	\$ 190,600.00	0.70%
<b>TOTAL</b>	<b>809</b>	<b>23461</b>	<b>22699</b>	<b>762</b>	<b>96.8%</b>	<b>\$34,856.43</b>	<b>\$77,637.47</b>	<b>\$2,044,943.00</b>	<b>3.80%</b>

The overall occupancy for the Aurora Housing Authority properties for February 2021 was 96.8%, which was 1.1% more than January 2021. The accumulated vacancy loss was \$77,637.47, which equates to 3.8% of the budgeted rents to vacancies (0.39 percent less than January 2021.) The Connections at 6<sup>th</sup> vacancy included the set "hospitality units," but they were fully leased by the end of February 2021.

**DIRECTORS' REPORT**  
**For the period of February 1 to February 28<sup>th</sup>, 2021**

**I. Assisted Housing**

Department Statistical Data for January 2021

<b>January 2021</b>	<b>Housing Choice Vouchers</b>	<b>Mod Rehab</b>
New Clients Leasing	0	4
Terminations	1	0
Annual Re-certs Due/Completed	77/66	15/13
Current Client Moves	4	n/a
Interim Changes	64	2
Port Ins	7	n/a
Port Outs	1	n/a
Total # Port Ins	615	n/a
Total # Port Outs	45	n/a
Clients at Zero HAP	3	1

HCV Reasons for Termination: Noncompliance 1

**II. Development**

**Fitzsimons Veterans Housing**

Through formal RFP, Alliance Construction was chosen as the General Contractor for Fitzsimons. They are working to price our updated drawings and we will have an updated budget number in two weeks. We have also released an RFP for debt and equity – meaning our lender and our tax credit investors. These proposals are due on March 22, 2021.

**Gateway**

We submitted a 4% non-competitive LIHTC application to CHFA on March 1<sup>st</sup>. This development is located at E. 35<sup>th</sup> Place and Waldon Street for 100 units. We also applied for City of Aurora Gap Financing fund in February to support this project.

**Willow Park**

We have three top firms that will tour the property in March, and after we develop a scope of work, these firms will propose a cost for the PCNA. This property is part of our existing portfolio and has 68 units. It's located at 14061 E. Colorado Drive.

**Connections at 6<sup>th</sup>**

We will be filming a grand re-opening video to showcase our work at 6<sup>th</sup>. Councilwoman Murillo will be one of our speakers. This will be done by the same firm that did our successful Peoria Crossing video. We were also nominated for a Housing Colorado Eagle Award.

### III. Family Services

#### Family Advocates (Case Management)

##### Family Unification Program (FUP)

Status	FUP-Families	FUP-Youth	Total FUP
Stably Housed	37	12	49
Precariously Housed	0	0	0
Awaiting Inspection	0	0	0
Housing Search	3	0	3
Awaiting Orientation	0	0	0
Intake	0	2	2
Total Active Households	40	14	54
Exit Successfully	0	0	0
Exit Unsuccessfully	0	0	0
Timed Out	0	0	0

##### VASH Navigation

Case Management	Cases
Total Veterans in CM	27
Duplicated Cases	23
Unduplicated Cases	25
<b>Veterans</b>	
Previously Leased-Up	26
Leased-Up This Month	2
Inspections Scheduled	0
Housing Search	1
Not Engaged	4
Unstably Housed*	1
Deceased	1
Exited - Successfully	0
Exited – Left Program	0

\*Veterans categorized as “unstably housed” are at-risk of losing their housing due to failure to pay their portion of the rent, lease compliance issues, failing to recertify, and/or lack of engagement with case management.

#### Community Building/Service Coordination



An Executive Summary of the new resident services proposal called ECHO (Education, Community, Health and Opportunity) will be presented the AHA Board of Commissioners during the March Board meeting. This new program continues the previous model of Asset Based Community Development and adds a second methodology called Trauma Informed Community Building (TICB). The goal is of this reimagined program to address two main areas in which many of or residents are underserved, education and health while providing opportunities to that support residents as they move toward self-sufficiency and improving their overall community living situation.

#### Fletcher Garden and Village at Westerly Creek

- The second clinic was held at Fletcher Garden on February 9, 2021 with 4 new residents participating. A small clinic will be held in 3 weeks to get the 4 new residents their second vaccine.
- Pooja reached out to CDPHE and was able to get a vaccine clinic scheduled at VWC. CDPHE is providing 70 vaccines. If less than 70 residents register, vaccines will be made available to staff. Craig, Adrienne and Melinda will work together to help identify which staff might be available given Colorado's current criteria.
- Fletcher and VWC received their Commodities delivery the first Wednesday in February.
- The City sponsored Mobile Food Bank received additional funding and will begin to serve both Fletcher and VWC again in early March.
- InnovAge provided Valentine's Day candy to residents at VWC.
- Belinda and Pooja picked up and distributed pet food donated from the Pet Pantry to seniors living at VWC and Fletcher Garden.

#### Family Properties

- Fresh Food Program – 100 residents registered for the Fresh Food Program that begins in March (i.e., 53-First Avenue; 18-Summersong; 11-Trolley Park; and 18-Willow Park). Each month registered households will receive 50 servings per delivery of fresh produce.
- Belinda requested a presentation by a mental health professional from Aurora Mental Health for the residents at First Avenue, some of whom had expressed an interest given COVID and other issues. Sarah Gallegos provided the Zoom presentation and conversation for the 4 residents who participated

Staff	Duplicated	Unduplicated	Property
Belinda Woodall	51	33	VWC
Pooja Tandukar	34	25	Fletcher

#### Aurora@Home

All City funding contracts are now in place so A@H AHA is currently requesting referrals of clients from Aurora@Home partners who are document ready so the intake process can go quickly. Prior referrals since 01/01/2021 have included many families who do not have the HUD required documentation so intake has taken several weeks. A@H AHA was also approved for another 2 year cycle of funding from the Division of Housing for the Next Step – 2-Gen Rapid Re-Housing program. This funding involves State tax funds and is a partnership with Aurora

Mental Health Center, Aurora Public Schools, Cherry Creek Schools and Aurora Housing Authority. The funding is effective 04/01/2021.

Stage of Process	A@H AHA	A@H AuMHC	Total A@H AHA Clients
Housed	30	20	50
Awaiting Inspection	0	0	0
Housing Search	5	0	5
Awaiting Orientation/Intake	4	0	4
<b>TOTAL</b>	<b>39</b>	<b>20</b>	<b>59</b>
Successfully Exited	3	0	3
Voucher Expired	0	0	0
Unsuccessful Exited	0	0	0

#### **IV. Property Management:**

##### **Training:**

##### **01/08/2021 and 02/12/2021 AAMD "Coffee with the Lawyers"**

##### **01/19/2021 and 02/16/2021 AAMD COVID-19 Task Force**

Attended by: Meera Dane

The Apartment Association of Metro Denver (AAMD) has continued having their in-house lawyer, Drew Hamrick, Vic Sulzer from Tschetter Sulzer, PC, and Debbie Wilson from Springman Braden Wilson Pontius PC attend sessions about the ever-changing circumstances in law for evictions, rent, various moratoriums, differences between Colorado and Federal law, and other assorted issues. The "COVID-19 Task Force" headed by the AAMD which discussed the collection and operations of complexes throughout the state, including interactions with Colorado DOLA and Division of Housing payment options for residents with delinquent rent, and other funding sources.

##### **02/03/2021 SAVE Roundtable**

Attended by: Meera Dane

Systematic Alien Verification for Entitlements (SAVE) engaged with the U.S. Department of Housing and Urban Development (HUD), Office of Public and Indian Housing providing an opportunity to address questions and share concerns, experiences and ideas, including: understanding acceptable documents and SAVE system responses; Contacting customer support and case resolution; and Addressing business process inquiries (Super User reports, photo matching, and password resets).

##### **02/04/2021 Establishing and Enforcing No-Smoking Policies in Multiunit HousingDisaster**

Attended by: Cindy Gonzales, Doreen Padilla, Meera Dane, Lisette Moya, Monica Portillo, Mary Jane Perea, Celeste Gilbert, Lorraine Padilla, Alejandra Rodriguez, and Sadie Martinez Following up on the recently-published 2021 Colorado Guide to Establishing No-Smoking Policies in Multiunit Housing, this webinar explored the benefits of smoke-free housing, how to implement and enforce those policies, secondhand smoke facts, basic legalities, and resources

available. Speakers included: Pete Bialick, Group to Alleviate Smoking Pollution (GASP of Colorado) and Peggy Sarcomo, Denver Public Health.

**Staff Updates:**

We continue hiring for another site manager and a new Compliance Specialist.

**Property Updates as of February 2021:**

**Connections at 6th:**

As of the end of the month of February, Connections was 100% occupied. There was about \$2k in delinquencies, relating to some HAP checks.

**Exponent:**

This property is at 98% Occupancy (1 unit vacant at the end of February.) After almost a year, we still have some residents who need assistance. We are continuing to seek funding for them, but the delinquency has returned to about \$11k.

**Residences at First Avenue:**

First Avenue ends the month with a 92.81% occupancy rate, with thirteen vacancies, all but seven being pre-leased. We are getting constant leads from various online sources and continue to advertise. We have a very high turnover, and are looking strongly towards improving our retention. Our Delinquency is \$17k for February. The majority of balances due are for individuals for whom we are pursuing assistance due to losing jobs because of COVID-19 and related issues.

**Fletcher Gardens:**

Fletcher ended the month with 3 vacancies (96.77%) but we will be opening this list in March. There is no delinquency on the property.

**Ivy Hill:**

Ivy Hill had 1 unit vacant throughout February (97.22%). Ivy Hill delinquency is \$1k in but we have applied for these additional funds as they are from residents who have recently lost jobs due to COVID-19 slowdowns.

**Peoria Crossing:**

Peoria Crossing had 4 units available at the end of February, with three already pre-leased. Delinquency is about \$13.6k with assistance being sought for a number of the households. This property has suffered significantly the effects of COVID in regards to employment.

**Summersong Townhouses:**

Summersong is 100% occupied through February. Delinquency continues to be a significant credit, with only two different households having any noteworthy charges, and those being placed on payment plans.

**Residences at Trolley Park:**

Trolley Park ended the month at 97.36% occupancy (one unit vacant). Delinquency is just over \$4.75k, a matter of a few households who are still having difficulties, and whom we are supporting to get paid via alternative funding sources.

**Village at Westerly Creek (VWC) 1, 2, and 3:**

Collectively, the three properties are 98.61% occupied, with one unit vacant at VWC1, and one at VWC2, as of the end of February. VWC1 has a little delinquency for which the manager is working with the housing specialists. VWC2 has no delinquency, and VWC3 has no delinquency.

**Residences at Willow Park:**

Willow Park ended the month of February 98.52% occupied, with one unit vacant but preleased from the remains of our waitlist. The delinquency continues to improve with payment plans we have implemented, but we have a number of residents who have failed to report their income and will need to pay us back. We will be opening this waitlist for 2 bedroom units in mid-March.

**V. Facilities:**

**Maintenance:**

**Quick Hits:**

Weather emergencies hit the properties hard during the President's Day weekend and following week. In spite of the team taking steps prior to the weather drop to check backflows for wrapping, inspecting vacant units to ensure heat was on, and notices to residents by Property Management, fourteen units and spaces were affected by pipe freezes, floods, and equipment failures. Several residents have been temporarily relocated and insurance claims were submitted for restoration at Building P and Building N at Residences at First Avenue and for one unit at Willow Park.

Fletcher Gardens also had a couple of freezes on the hydronic heating pipes but water was shut off and extracted in time to minimize damages.

Along with the mitigation and restoration efforts, Maggi and Steven are inspecting areas for conditions contributing to the freezes to put preventive measures in place.

The maintenance team still has one vacancy open. Resumes have dwindled and there are no potential candidates at this time. With the help of HR, we are trying to temporarily backfill with temp-to-hire employees, but the staffing agency is also experiencing difficulties.

**Work Protocol:** The maintenance team will return to performing quarterly inspections and preventive maintenance in units on March 15. Safety protocols are still in effect. All maintenance staff are wearing facial coverings and gloves at all times while onsite. N-95 masks were procured and will be the recommended facial covering while in occupied spaces.

Staff will also wear fresh shoe coverings when entering each unit as well as provide a mask for the resident if they do not have one. Residents refusing to wear a mask while the technician is in the unit will be skipped and Property Management notified.

**Custodial:**

We have reduced the pool of janitorial firms to (3) and are checking references, negotiating pricing and will select before the end of March.

**Capital Improvements:**

- **AHA Main Office:**
  - Still only have 2 quotes for garage door and bars installation to prevent intruders. Other firms contacted have not produced proposals.
- **First Ave:**
  - Awaiting quotes from contractors to provide pricing on exterior carpentry repairs, some fencing replacement and work on exterior stairs.
  - Obtained (2) pricing proposals for major pruning on trees throughout the property.
  - Approved proposal to install a card access system on the leasing office.
  - Finalizing documents with City to begin civil work on Building B.
- **Fletcher:**
  - Approved painting proposal for interior painting.
  - Replacement of hydraulic oil will be completed 3/5/21 which should improve car travel.
  - Researching best system to replace locks and keys in stairwell doors and common areas.
- **Ivy Hill:**
  - Approved proposal to change fire panel monitoring.
  - Will get pricing for parking lot and concrete sidewalk repairs in the spring.
- **Peoria Crossing:**
  - Obtaining pricing for downspout covers to address snow melt-off.
  - Gathered pricing to add parking lot cameras.
- **Summersong:**
  - Obtaining pricing to repair electrical and pole light issues.
  - Approved quote to install card access system.
- **Trolley Park:**
  - Gate repaired 3.2.21
  - Approved proposal to paint interior.
  - Waiting for quotes to replacing corridor flooring and exterior repairs.
- **Willow Park:**
  - No capital planned.

**Exponent,First Avenue,Fletcher Gardens,Ivy Hill,Peoria,Sixth Avenue  
Summersong,Trolley Park,VWC1,VWC2,VWC3,Willow Park  
Consolidated Balance Sheet (With Period Change)**

Period = Jan 2021

	<b>Balance Current Period</b>	<b>Beginning Balance</b>	<b>Net Change</b>	<b>Reason for Change</b>
<b>ASSETS</b>				
<b>TOTAL CASH</b>	<b>6,784,554.89</b>	<b>6,634,617.95</b>	<b>149,936.94</b>	Operating cashflow
<b>TOTAL OTHER ASSETS</b>	<b>116,707,719.80</b>	<b>116,655,612.49</b>	<b>52,107.31</b>	Final Connections at 6th costs less depreciation
<b>TOTAL ASSETS</b>	<b>123,492,274.69</b>	<b>123,290,230.44</b>	<b>202,044.25</b>	
<b>LIABILITIES &amp; EQUITY</b>				
<b>TOTAL LIABILITIES</b>	<b>77,169,095.29</b>	<b>76,787,149.62</b>	<b>381,945.67</b>	Final Connections at 6th draw on construction loan
<b>TOTAL EQUITY</b>	<b>46,323,179.40</b>	<b>46,503,080.82</b>	<b>-179,901.42</b>	
<b>TOTAL LIABILITIES AND EQUITY</b>	<b>123,492,274.69</b>	<b>123,290,230.44</b>	<b>202,044.25</b>	

**Exponent,First Avenue,Fletcher Gardens,Ivy Hill,Peoria,Sixth Avenue  
Summersong,Trolley Park,VWC1,VWC2,VWC3,Willow Park  
Consolidated Budget Comparison**

Period = Jan 2021

	PTD Actual	PTD Budget	Variance	% Var	YTD Actual	YTD Budget	Variance	% Var	Annual	Note
<b>REVENUE AND EXPENSES</b>										
<b>TOTAL INCOME</b>	<b>962,566.41</b>	<b>1,021,671.66</b>	<b>-59,105.25</b>	<b>-5.79</b>	<b>962,566.41</b>	<b>1,021,671.66</b>	<b>-59,105.25</b>	<b>-5.79</b>	<b>12,390,496.90</b>	Underbudget due to more vacancy than budget and large hap takeback for Summersong resident moved to market rent
<b>TOTAL SALARY COSTS</b>	<b>125,298.04</b>	<b>141,410.08</b>	<b>16,112.04</b>	<b>11.39</b>	<b>125,298.04</b>	<b>141,410.08</b>	<b>16,112.04</b>	<b>11.39</b>	<b>1,696,920.73</b>	Underbudget due to position vacancies
<b>TOTAL ADMINISTRATIVE EXPENSES</b>	<b>26,686.71</b>	<b>25,403.14</b>	<b>-1,283.57</b>	<b>-5.05</b>	<b>26,686.71</b>	<b>25,403.14</b>	<b>-1,283.57</b>	<b>-5.05</b>	<b>311,688.24</b>	Overbudget for month for computer cabling and resident screening
<b>TOTAL RESIDENT SERVICES EXPENSES</b>	<b>805.00</b>	<b>0.00</b>	<b>-805.00</b>	<b>N/A</b>	<b>805.00</b>	<b>0.00</b>	<b>-805.00</b>	<b>N/A</b>	<b>4,400.00</b>	Fletcher service coordinator grant expenses
<b>TOTAL UTILITY EXPENSES</b>	<b>88,244.88</b>	<b>92,385.70</b>	<b>4,140.82</b>	<b>4.48</b>	<b>88,244.88</b>	<b>92,385.70</b>	<b>4,140.82</b>	<b>4.48</b>	<b>1,091,506.77</b>	Underbudget for month due to less water/sewer expense
<b>TOTAL MAINTENANCE EXPENSES</b>	<b>65,701.32</b>	<b>73,079.21</b>	<b>7,377.89</b>	<b>10.10</b>	<b>65,701.32</b>	<b>73,079.21</b>	<b>7,377.89</b>	<b>10.10</b>	<b>894,656.04</b>	Underbudget for month due to no inspections and no snow removal for January
<b>TOTAL GENERAL EXPENSES</b>	<b>107,427.48</b>	<b>113,567.99</b>	<b>6,140.51</b>	<b>5.41</b>	<b>107,427.48</b>	<b>113,567.99</b>	<b>6,140.51</b>	<b>5.41</b>	<b>1,409,308.85</b>	Underbudget for month due to less rents received for smaller property management fee and no bad debt
<b>TOTAL OPERATING EXPENSES</b>	<b>414,163.43</b>	<b>445,846.12</b>	<b>31,682.69</b>	<b>7.11</b>	<b>414,163.43</b>	<b>445,846.12</b>	<b>31,682.69</b>	<b>7.11</b>	<b>5,408,480.63</b>	
<b>NET OPERATING INCOME</b>	<b>548,402.98</b>	<b>575,825.54</b>	<b>-27,422.56</b>	<b>-4.76</b>	<b>548,402.98</b>	<b>575,825.54</b>	<b>-27,422.56</b>	<b>-4.76</b>	<b>6,982,016.27</b>	
<b>TOTAL FINANCING EXPENSES</b>	<b>267,016.24</b>	<b>264,496.98</b>	<b>-2,519.26</b>	<b>-0.95</b>	<b>267,016.24</b>	<b>264,496.98</b>	<b>-2,519.26</b>	<b>-0.95</b>	<b>3,250,551.68</b>	
<b>TOTAL NON-OPERATING ITEMS</b>	<b>461,288.16</b>	<b>535,702.70</b>	<b>74,414.54</b>	<b>13.89</b>	<b>461,288.16</b>	<b>535,702.70</b>	<b>74,414.54</b>	<b>13.89</b>	<b>5,539,851.83</b>	Underbudget for month due to timing of ground lease payments and overbudget for month due to higher Connections at 6th depreciation
<b>TOTAL NET INCOME</b>	<b>-179,901.42</b>	<b>-224,374.14</b>	<b>44,472.72</b>	<b>19.82</b>	<b>-179,901.42</b>	<b>-224,374.14</b>	<b>44,472.72</b>	<b>19.82</b>	<b>-1,808,387.24</b>	

**Mgmt,Investment,Enterprise,Aurora @Home,Public Housing  
Consolidated Balance Sheet (With Period Change)**

Period = Jan 2021

	<b>Balance Current Period</b>	<b>Beginning Balance</b>	<b>Net Change</b>	<b>Reason for Change</b>
<b>ASSETS</b>				
<b>TOTAL CASH</b>	<b>12,102,132.41</b>	<b>12,499,834.40</b>	<b>-397,701.99</b>	Connections at 6th excess costs,Fitzsimmons predevelopment expenses
<b>TOTAL OTHER ASSETS</b>	<b>62,057,821.82</b>	<b>61,649,701.06</b>	<b>408,120.76</b>	Connections at 6th,Predevelopment costs
<b>TOTAL ASSETS</b>	<b>74,159,954.23</b>	<b>74,149,535.46</b>	<b>10,418.77</b>	
<b>LIABILITIES &amp; EQUITY</b>				
<b>TOTAL LIABILITIES</b>	<b>27,981,787.06</b>	<b>27,950,373.73</b>	<b>31,413.33</b>	small aha intercompany increase
<b>TOTAL EQUITY</b>	<b>46,178,167.17</b>	<b>46,199,161.73</b>	<b>-20,994.56</b>	
<b>TOTAL LIABILITIES AND EQUITY</b>	<b>74,159,954.23</b>	<b>74,149,535.46</b>	<b>10,418.77</b>	



Book = Accrual ; Tree = ysi\_is

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## Housing Choice Voucher Programs, Windsor Court Consolidated Balance Sheet (With Period Change)

Period = Jan 2021

	Balance Current Period	Beginning Balance	Net Change	Reason for Change
<b>ASSETS</b>				
TOTAL CASH	1,776,636.33	2,132,041.12	-355,404.79	Portable AR increase for DHA and 2020 Hap pd in 2021
TOTAL OTHER ASSETS	705,710.58	468,003.77	237,706.81	portable A/R increase
<b>TOTAL ASSETS</b>	<b>2,482,346.91</b>	<b>2,600,044.89</b>	<b>-117,697.98</b>	
<b>LIABILITIES &amp; EQUITY</b>				
TOTAL LIABILITIES	4,639,636.67	4,812,466.66	-172,829.99	2020 HAP expenses pd in 2021 and deferred revenue used for HAP
TOTAL EQUITY	-2,157,289.76	-2,212,421.77	55,132.01	
<b>TOTAL LIABILITIES AND EQUITY</b>	<b>2,482,346.91</b>	<b>2,600,044.89</b>	<b>-117,697.98</b>	

**Housing Choice Voucher Programs, Windsor Court  
Consolidated Budget Comparison**

Period = Jan 2021

	PTD Actual	PTD Budget	Variance	% Var	YTD Actual	YTD Budget	Variance	% Var	Annual	Note
<b>REVENUE AND EXPENSES</b>										
<b>TOTAL HAP INCOME</b>	2,904,651.57	2,897,531.53	7,120.04	0.25	2,904,651.57	2,897,531.53	7,120.04	0.25	34,770,378.33	
<b>TOTAL HAP EXPENSE</b>	2,893,455.00	2,895,698.19	2,243.19	0.08	2,893,455.00	2,895,698.19	2,243.19	0.08	34,748,378.33	
<b>NET HAP INCOME (LOSS)</b>	11,196.57	1,833.34	9,363.23	510.72	11,196.57	1,833.34	9,363.23	510.72	22,000.00	Mainstream and Windsor HAP surplus
<b>TOTAL ADMIN INCOME</b>	199,036.24	142,457.27	56,578.97	39.72	199,036.24	142,457.27	56,578.97	39.72	1,709,487.16	VASH special admin fee for Navigator
<b>TOTAL ADMIN EXPENSE</b>	154,047.54	154,252.03	204.49	0.13	154,047.54	154,252.03	204.49	0.13	1,875,461.56	
<b>NET ADMIN INCOME (LOSS)</b>	44,988.70	-11,794.76	56,783.46	481.43	44,988.70	-11,794.76	56,783.46	481.43	-165,974.40	Income due to VASH admin fee for annual cost of Navigator



## MEMORANDUM

**Date:** March 4, 2021  
**To:** AHA Board of Commissioners  
**From:** Melinda Townsend, Dep. E.D. of Housing and Family Services  
Steve Blackstock, Manager of Family Services  
**RE:** Reorganized Resident Services/Community Building Program

### **Overview**

Since May 2007, AHA has supported a resident services program called Community Building. While many good things have come from this program, there has been little to no growth and development in the existing program for many years. In addition to the lack of growth and development in the existing program, 2 other situations contributed to this being an ideal time to review and reorganize the existing program.

1. Given the current social environment and under the leadership of our Executive Director, Family Services was asked to identify direct ways to support AHA residents in addressing and overcoming social inequities.
2. COVID protocols have restricted resident contact and activities allowing traditional programming to be suspended and interrupting habit. This then allows for the time and reflection needed to innovatively reimagine what AHA resident services might look like.

Given this moment, Family Services staff members were asked to research best practices in resident services and propose a reorganization of the program. The program will be called ECHO for Education, Community, Health and Opportunity.

The following Executive Summary outlines the proposal. The full proposal is available upon request.

### **Action Requested**

Family Services is requesting Board approval for the following:

- 1) Reorganizing the Community Building program into ECHO (Education, Community, Health and Opportunity);
- 2) Increasing Family Services budget by \$133,294.00 for 2021.

# **ECHO**

## **A PROPOSAL TO REORGANIZE RESIDENT SERVICES/COMMUNITY BUILDING**

### **RATIONALE**

Given the social environment and COVID protocols restricting resident contact, Family Services is proposing that AHA implement a reorganization of the community resident services program formerly known as Community Building. Many, if not most, residents living at AHA properties represent underserved populations and are in need of connection to services and resources in the community that will help them maintain and thrive in stable housing. Family Services is proposing that AHA's new resident services program be called "ECHO," an acronym for Education, Community, Health, and Opportunity – four areas of emphasis necessary in helping residents address and overcome barriers that prevent them from breaking the cycle of poverty and areas that help build stronger and more sustainable communities. As an echo reverberates and draws the listener to engage and participate, ECHO promises to engage the participation of residents with a variety of programs designed to both increase self-sufficiency and well-being as well as increase community involvement.

### **FRAMEWORK**

Two models of resident services are merged to form the foundation of ECHO: Asset-Based Community Development (ABCD) and Trauma Informed Community Building (TICB). ABCD is an inclusive model of that seeks input, leadership, and talents of all stakeholders, particularly those who have been marginalized by conventional modes of decision-making. A trauma-informed perspective encourages staff members to be more aware of and to listen to both the individual stories of the residents and the community's story, especially as they pertain to trauma. This then helps create a space that builds connections among residents, staff members and community resources while helping to identify resident leaders and increasing overall resident buy-in. The merged ABCD-TICB model of resident services emphasizes the power of listening, the potential of a strong social fabric, and the promise of healing in order for residents to embrace more fully their own interdependence and independence.

### **VALUES**

1. Resident Leadership
2. Relationship building
3. Sustainability
4. Acceptance

### **STRATEGIES**

1. Active Listening
2. Enhanced Resident Capacity
3. Resident Feedback
4. Community Partnerships
5. Resident-Driven and Community-Involved Programs

### **PROGRAMS**

*E – Education*

Provide educational workshops to residents. Promote community partnerships to connect residents to various organizations and agencies in the community that will provide educational resources, support, and opportunities to residents. Utilize resources/organizations that are present in the community and connect them with residents.

### ***C – Community***

Promote relationship building among residents and among residents and staff members with the goal of fostering a deeper sense of community. Promote various strengths (assets) residents possess and utilize them toward strengthening the community.

### ***H – Health***

Promote community health and well-being of residents as part of the healing process. Connect with community partners and organizations to provide resources, education, and services related to health and wellness including physical health, mental health, nutrition, and exercise.

### ***O – Opportunity***

Provide opportunities to residents to grow and thrive in the community. Connect with community organizations to provide resources, education, and services for residents in employment, financial opportunities, and mainstream benefits.

## **STAFFING**

Staffing for ECHO will include a Lead ECHO staff member and three additional full-time team members. Staff members will hold 4 individual positions with unique, yet, collaborative and coordinated functions. The following would represent the staff model for the next 2-3 years.

- A. 1.0 FTE – Service Coordinator/Community Builder for Seniors
  - a. .5 FTE Service Coordinator (Fletcher Gardens)
  - b. .5 FTE Community Builder (VWC).
- B. 1.0 FTE Self-Sufficiency Case Manager (please see below)
- C. 1.0 FTE Education, Health and Wellness Coordinator
- D. 1.0 FTE Community Engagement Coordinator

To engage in this reorganization Family Services is asking to add 1 additional staff member for the ECHO program who would be responsible for the development of a voluntary self-sufficiency program open to both AHA residents and voucher holders. This staff member would have a Master of Social Work or an equivalent degree. For 2021 and 2022, they would develop and implement a self-sufficiency program for 25 residents/participants. With the development of Fitzsimons, we would anticipate them serving as a .5 FTE for the self-sufficiency program and .5 FTE as a Community Builder at Fitzsimons.

## **BUDGET**

By reorganizing, increasing services and adding personnel, it is anticipated that the 2021 Family Services budget would need to increase by approximately \$133,294.00 for admin, programming, salaries and benefits.

<b>CATEGORY</b>	<b>PROPOSED INCREASE</b>
Admin - Staff Training, Mileage, etc.	\$8,640.00
Misc. Admin (Computers, Office Equipment, Cell Phones, etc.)	\$8,392.00
Salary and Benefits	\$74,322.00
Resident Programming	\$13,980.00
Resident Councils	\$1,800.00
Emergency Assistance	\$7,000.00
Transportation Assistance	\$1,400.00
<b>Total</b>	<b>\$133,294.00</b>

## CONCLUSION

Echoes reverberate. They bring smiles to faces and brighten the eyes of the most skeptical. An echo asks a listener to lean in, and then asks that same listener to respond with her or his own voice. As such, echoes require both listening and response. This is ECHO (Education, Community, Health, and Opportunity) – a chance for Aurora Housing Authority to dive deeper into a relationship with residents with affirming and enduring outcomes. This model identifies key target areas in which many residents are underserved and will ideally help to provide services and opportunities. In addition, this model has the potential to knit together residents, staff members and the wider community in ways that are healing, inspirational, goal-oriented, and sustainable. Now is the perfect time to be drawn in, now is the time to respond. Now is the time for ECHO.



## MEMORANDUM

**Date:** March 5, 2021  
**To:** AHA Board of Commissioners  
**From:** Dayna Ashley-Oehm  
**RE:** Partnership Criteria Policy

### **Overview**

In February of 2019, the Board passed an updated policy regarding AHA participation in special limited partnerships (SLP) with other developers. This policy benefits our partners by extending our tax exemption and permit fee exception to their development. It also benefits the Authority by providing a “partnership fee” back to the AHA equal to 10 percent of the calculated value of the exemptions. This policy also states:

This application process is not competitive: each project will be evaluated on its individual merits. AHA reserves the right to accept or reject any proposal, and/or to revise, change, modify, or eliminate this policy at any time, in its sole and absolute discretion.

Because of our robust pipeline of development opportunities, an IRS ruling that makes income averaging more risky for investors, and CHFA feedback we have received about oversaturation of 60% AMI affordable units, staff would like to discuss temporarily suspending any new partnerships until such time as that market conditions show a documented change.

### **Background and Perspective**

1. AHA partnered with DGB Properties to develop Range View Apartments (223 units) in 2019. When we submitted application for Gateway (100 units), our market study indicated that Range View was within our primary market area, and the development (which will begin to lease units in April 2021), is contributing to a high capture rate for 60% AMI units. Until they are fully leased, Range View will limit our ability to develop in the area.



CAPTURE RATE ANALYSIS TABLE				
	50% AMI	60% AMI	70% AMI	Total
Income Qualifying HH in PMA	1,774	2,018	1,859	4,128
In-migration of HH	532	605	558	1,238
Total Qualifying HH/Demand	2,306	2,623	2,417	5,366
Existing LIHTC Units	303	873	0	1,176
Capture Rate – Existing	13.1%	33.3%	0.0%	21.9%
Under Construction/Planned Units	346	276	118	437
Subject's Units	28	44	28	100
Total Existing & Planned Units	374	1,193	146	1,713
Capture Rate – Required	16.2%	45.5%	6.0%	31.9%

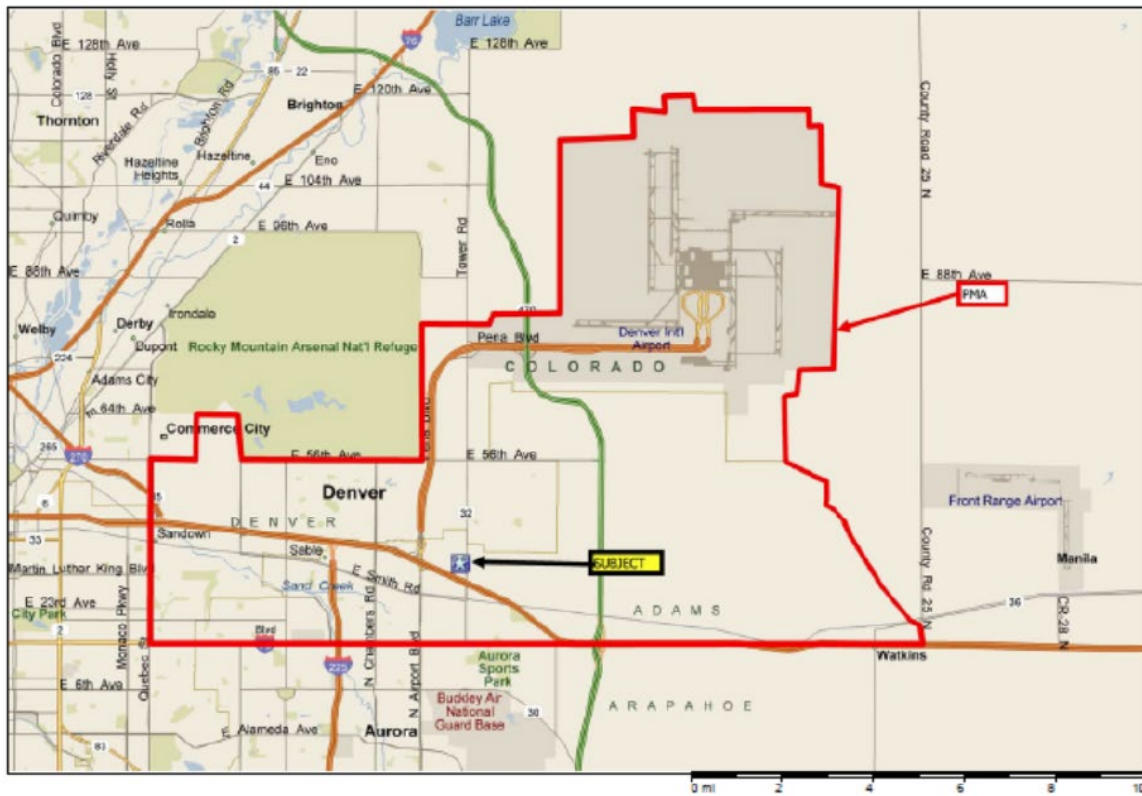
2. AHA has received another partnership inquiry for a 150 unit, 4% LIHTC deal at Sable and Ellsworth (also in Gateway's primary market area). We indicated that development would compete with our own pipeline, but we expect some pushback from the development team. We want the Board and staff to be on the same page.
3. Income Averaging. In general the lack of clarity from the IRS regarding income averaging is pushing many deals to cluster units back at 60% AMI when they had elected to pursue income averaging (30 – 80% AMI) in their original tax credit applications.
4. Fitzsimons Veterans (59 units), Peoria Crossing, Phase 2 (72 units) is also in the primary market area.
5. Community Housing Partners is developing Eagle Meadow Homes (93 units) in this primary market area.

#### Other Units in Primary Market Area:

Planned/Under Construction Units							
Subject	0	0	28	44	28	100	
Kappa Tower II (Senior)	0	7	18	27	18	0	70
Range View Apartments	0	12	0	0	175	36	223
Fitzsimmons Veterans Independent Living	57	0	0	0	0	0	57
Montbello FreshLo	0	7	0	17	55	18	97
8315 East Colfax Avenue	0	16	5	10	36	14	81
The Reserves at Green Valley Ranch	0	36	7	16	10	50	144
Total Planned/Under Construction	57	78	30	98	338	146	772
Total Family Planned/Under Construction	57	71	12	71	320	146	1,444
Total	541	149	220	425	1,389	146	2,895

Source: CHFA; Survey by Prior & Associates, January 2021

## MARKET AREA MAP



### Action Requested

Approval of motion stating,

“AHA will not entertain requests for partnership participation for developments that compete directly with our development pipeline as demonstrated by primary market area maps.”

AHA will continue to entertain requests from development partners constructing units outside of our competitive market areas if conditions warrant.