



Auroora



HOUSING



AuthORITY



2025 Annual Report



Letter to the Mayor

The Honorable Mike Coffman and City Council
15151 East Alameda Parkway
Aurora, CO 80012

Dear Mayor Coffman and Members of City Council:

On behalf of the Board of Commissioners, it is our pleasure to present the Aurora Housing Authority's Annual Report for 2025, a year defined by partnership. From Special Limited Partnerships (SLP) with private developers that help their affordable housing projects maintain financial viability to relationships with the City of Aurora, Arapahoe County, Children's Hospital Colorado, and the VA to provide housing and services to those experiencing homelessness, AHA continued a legacy of supporting residents of Aurora through interdependent community connections. The continued affiliation with HUD supported over 2000 households with \$51 million in rental assistance. Along with the dozens of families in our homelessness response programs and nearly 2000 adults and children living in AHA's affordable housing communities, the Authority touched the lives of nearly 10,000 people in Aurora every day.

Breaking ground in 2025, Sanctuary on Potomac is a deeply affordable supportive housing community designed in conjunction with Aurora Mental Health and Recovery to address the needs of those who have experienced homelessness and have a disabling condition. The year also saw the near-completion of Residences at Willow Park – a full renovation of 64 townhomes, new construction of 22 units, four of which are updated to ADA standards, offices and a spacious community room for residents. Both developments are set to open in 2026.

In collaboration with Downtown Aurora Visual Arts (DAVA), AHA's resident services team gathered youth residents to participate in the "What Home Means to Me" poster contest. The cover page of this Annual Report is a collage of those works of art, produced by children ages 5-16. One of those pieces was chosen for a nationwide award and included in a calendar sent across the country! This is how AHA's award-winning young artist described home: "A home means people who are by your side, accompanying and supporting you to achieve your goals and dreams, also to help you become a better person and correct your mistakes. This, for me, is a home, and it is my home." We are honored to partner with this artist and her family to provide a home where dreams can come true.

Throughout 2025, you collaborated with us. Thank you. As you will see in these pages, the impact has been real. Real people. Real places. Real life. This is Aurora Housing Authority.



Barbara Cleland
Board Chair



Steve Blackstock
Executive Director

Commissioner Spotlight

Meet Martina Spencer, AHA's Vice Chair



Martina Spencer currently serves as Vice Chair of the Aurora Housing Authority (AHA) Board of Commissioners. Her journey with the Authority began several years ago as a participant in the Aurora@Home Rapid Rehousing Program, AHA's homelessness response initiative.

At the time, Ms. Spencer was facing significant housing instability and was working tirelessly to provide for her two sons. Determined to create a more stable future for her family, she enrolled in the program seeking both support and opportunity. Through Aurora@Home, she secured safe and stable housing—an essential foundation that allowed her to focus on long-term goals for herself and her children.

With the stability of a permanent home, Ms. Spencer obtained employment and enrolled her children in educational and enrichment programs designed to support their academic

progress and overall well-being. After successfully completing the program's requirements, she was awarded a Housing Choice Voucher, providing critical long-term rental assistance in Aurora's increasingly challenging housing market.

Recognizing her resilience, leadership, and commitment to community, the AHA Board of Commissioners recommended Ms. Spencer to fill a vacant seat on the Board. She was subsequently appointed by the Mayor and has served with distinction over the past several years.

As Vice Chair, Ms. Spencer has demonstrated exceptional insight into the needs and challenges facing residents and program participants. Her lived experience, combined with her thoughtful leadership, has made her an invaluable member of the Board. As one Commissioner noted, "Ms. Spencer is the most effective resident Commissioner this Board has had in a long time."

In addition to her service on the Board, Ms. Spencer is a dedicated working mother of two and is currently pursuing a nursing degree—an endeavor that reflects her continued commitment to personal and professional growth. She balances her many responsibilities with professionalism, determination, and a forward-looking perspective.

Ms. Spencer exemplifies the mission and impact of the Aurora Housing Authority's programs. Her accomplishments reflect not only her personal perseverance but also the transformative potential of stable housing and supportive services. Her continued leadership and service represent a meaningful contribution to both the Authority and the broader Aurora community.

Assisted Housing

Housing Choice Voucher (HCV) Program

On average, 1,339 households were leased each month through our Housing Choice Voucher (HCV) program, which helps low-income families, seniors, and individuals with disabilities access affordable housing. The program maintained an annual utilization rate of 100%, meaning that all available vouchers were utilized to provide stable housing for those in need.

Additionally, the Aurora Housing Authority administers an average of 585 households that relocated to Aurora using a Housing Choice Voucher, providing these families with stable housing opportunities.

Veterans Affairs Supportive Housing (VASH) Program

119 households were leased each month through the VASH program, which provides critical housing support for veterans experiencing homelessness. This included 14 new lease-ups, helping veterans and their families transition into stable housing and access services to support their long-term success.

Family Unification Program (FUP) and Foster Youth to Independence (FYI)

50 households were successfully leased each month through the Family Unification Program (FUP), designed to support families and youth in need of housing stability. AHA also administers 15 FYI vouchers, specifically aimed at supporting youth transitioning out of foster care. This included 4 new lease-ups, resulting in stable housing opportunities for young individuals beginning their journey toward independent living.

Special-Purpose Vouchers - Mainstream and Emergency Housing Vouchers

Special-purpose vouchers serve populations with urgent or targeted housing needs. Mainstream Vouchers leased 37 households per month, supporting non-elderly individuals and families with disabilities in accessing independent, supportive housing. Emergency Housing Vouchers leased an average of 50 households per month, providing stable housing for individuals and families who were experiencing homelessness, fleeing domestic violence, or facing other urgent housing needs at the time of admission.

Project-Based Vouchers

In 2025, 157 households are served through Project-Based Vouchers, which are tied to specific housing units. Of the six PBV properties, five are managed by AHA, ensuring consistent and high-quality housing services for residents.

Development

Sanctuary on Potomac: A Transformational Milestone

AHA broke ground on Sanctuary on Potomac, a pioneering development featuring 43 deeply affordable housing units on the new Potomac Safety Net Campus in partnership with Aurora Mental Health and Recovery. Sanctuary on Potomac introduces an innovative housing and treatment model designed for individuals experiencing homelessness and disabling conditions. By co-locating three essential pillars of stability—affordable housing, mental health services, and accessible health care—this project sets a new standard for holistic support and long-term stability.



Groundbreaking celebration



Pathways at Walden Charette Presentation

Pathways at Walden was honored as one of only three projects featured at the Housing Colorado Conference during the highly anticipated project charettes. The charette, an intentional time for design and planning, brought together more than 20 professionals and students to envision possibilities for an undeveloped parcel of land. After a month of brainstorming and refining ideas, the team delivered a state-of-the-art design. This process not only showcased creative potential but also provided valuable insights that will guide Aurora Housing's design decisions for the next phase of this project. This state-wide recognition underscores AHA's commitment to innovation and collaboration.

Reintroducing Residences at Willow Park

New building completion and extensive renovations



In December, AHA marked the completion of a new building at the Residences of Willow Park. This expansion adds 22 modern housing units, along with offices, upgraded amenities, and a much-needed community room—creating a welcoming space for residents to connect and thrive. In addition to renovating 64 legacy units on the property, this milestone underscores the Aurora Housing Authority's ongoing commitment to enhancing properties and delivering high-quality housing solutions for our community.

Residences at Willow Park

Willow Park Flats - communal spaces



Community room



Courtyard



Entryway



Community room

Architect: Studio 646
General Contractor: Alliance Construction
Financing: CHFA
Investor: JP Morgan Chase

Photos by: Mile High Lens

Residences at Willow Park

Willow Park Flats - interior



Living room



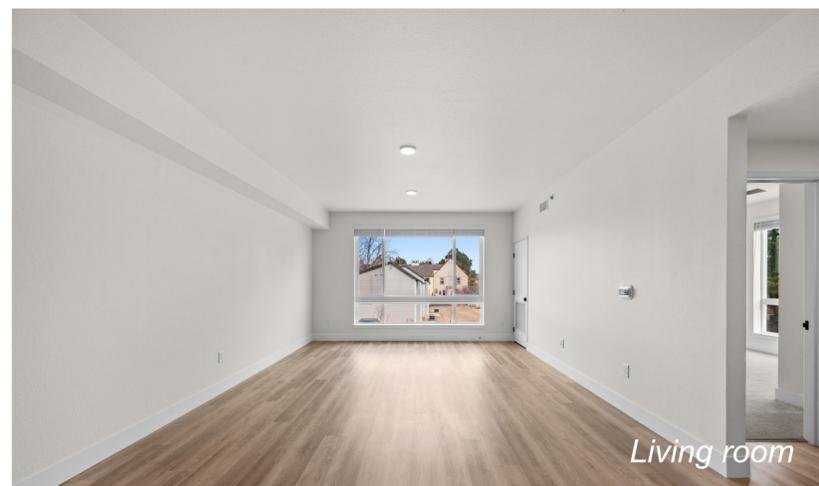
Bedroom



Kitchen



Open floor plan



Living room

Residences at Willow Park
Newly renovated townhomes



Brand new kitchens



Before



Before

New bathroom



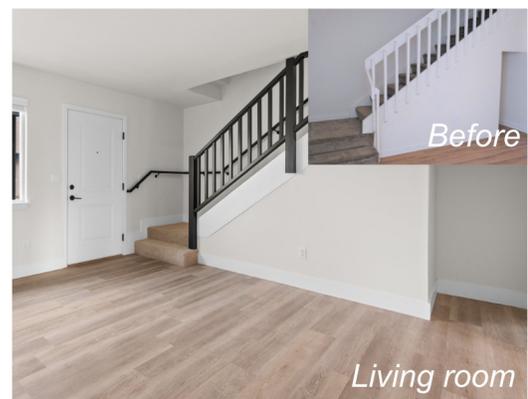
New bathroom



Dining room



Bedroom



Living room

Family Services



The Department of Family Services plays a central role in advancing AHA's mission by supporting residents and community members through two core program areas: Resident Services (ECHO) and Homeless and Housing Stability Services. ECHO—Education, Community, Health, Opportunity—empowers residents by promoting self-sufficiency, enhancing wellness, and strengthening community connections. Homeless and Housing Stability Services provides critical support to individuals and families experiencing or at risk of homelessness through housing navigation, lease-up assistance, rental support, and comprehensive case management. Together, these programs create stable pathways toward long-term housing security and family well-being.





ECHO

Through trusted partnerships, resident leadership, and on-site programming, ECHO strengthened community connections, expanded access to education and health resources, and responded proactively to emerging resident needs during a year marked by rising costs and reduced public benefits.

At senior properties, programming supported aging in place through integrated health, education, and social connection. Residents participated in ongoing group exercise classes supporting mobility, balance, and overall wellness. Educational Lunch and Learn sessions with community partners addressed health and safety topics. Resident-led food pantry operations at Village at Westerly Creek provided access to nutrition support and essential items. Digital literacy classes increased access to online services. Social connection remained central through celebrations, creative activities, game nights, and resident-led engagement.

At family properties, youth and family programming emphasized creativity, leadership, and connection. The *What Home Means to Me* poster contest engaged youth across multiple communities, with Kevian Cedeño of



Peoria Crossing recognized as a national NAHRO poster contest winner. Partnerships supported youth through creative arts, outdoor exploration, leadership development, and physical activity. Family-focused events and seasonal distributions of school supplies, holiday meals, and gift cards helped families navigate financial pressures while maintaining connection and celebration.



Homeless and Housing Stability Services

Through comprehensive housing navigation, stabilization services, rental assistance, community referrals, and home visits, the department helps households secure and maintain permanent housing while building pathways toward independence.

The AHA VASH Case Manager, working in partnership with the Department of Veterans Affairs, the City of Aurora, and local service providers, provided housing stability case management to 76 veteran households, totaling 103 individuals. Through coordinated housing navigation and supportive services, 19 households secured permanent housing, advancing community efforts to reduce veteran homelessness.



The FUP and FYI programs served 79 households and 203 individuals in 2025, providing housing navigation and stabilization support to families involved with Arapahoe County's Child and Adult Protection Services and to youth transitioning out of the foster care system. For families, FUP helps ensure access to safe and stable housing that supports family cohesion and lasting stability. For young adults exiting foster care, FYI offers housing and consistent case management providing a foundation of security from which they can pursue education, employment, and personal goals.

Aurora@Home, the City's collaborative response to homelessness, continued to provide Rapid ReHousing, Homeless Prevention, and housing services to families and individuals experiencing homelessness. In 2025, 42 families received housing navigation, housing stability case management, and rental assistance through the Rapid ReHousing and Homeless Prevention programs. AHA also continued its partnership with

Children's Hospital Colorado, supporting 20 families with complex medical needs through ongoing housing stability case management.

In collaboration with the City of Aurora, the department expanded to include services for individuals with disabling conditions who experienced homelessness. As a result, 16 individuals moved directly from the streets into safe, stable housing and received assistance connecting to healthcare, benefits, and long-term support systems.

In 2025, the Department of Family Services made a significant impact through its Homeless and Housing Stability programs, serving a total of 583 individuals from 239 households. Through consistent case management, home visits, resource coordination, and stabilization planning, the department continued to promote long-term housing success and increased self-sufficiency for households across Aurora.

Participant voices

Participants described Aurora@Home as a turning point in their lives:

- "This program gave my daughter and I the jump start needed to have a home. My daughter was able to excel in her last two years of high school!"
- "The program positively impacted our lives by offering financial assistance and personalized guidance... giving us the confidence to begin our journey toward independence."
- "Getting my family back into a stable home has had a positive impact on every aspect of our lives."
- "I was in a homeless shelter, and this program gave me the opportunity to feel like a person again."
- "I am now fully employed and living in a home I love and can comfortably afford... the stability helped me build a foundation for long-term independence."

Participants also emphasized the program's compassionate, strengths-based approach:

- "The understanding and patience of our caseworker."
- "Genuine support and without judgment. I felt safe sharing my family's needs."
- "It gave me my independence back, and I'm soaring from here."
- "The support and guidance gave me the tools and confidence to become self-sufficient."

Property Management

Peoria Crossing Phase II, AHA's newest development, leased up at the beginning of 2025. Peoria Crossing II's 100% occupancy represented 72 units with 190 total people. 61 of those individuals were full-time students, including 2 adult learners. 68% of the families were led by women. The eldest person was age 76, and we had eight people under the age of one. The community has 14 Project-Based Vouchers to support households with the lowest incomes, and we attracted eight additional voucher holders in partnership with AHA's Department of Assisted Housing.

For the entire property portfolio, AHA served 1,913 people in 1,440 units. We have seven units with seven family members (our largest families). The average time families stay with us is just under five years, which includes the 193 households who joined us in the last year, and the six households who have been with AHA over 35 years.

The average age of residents is 35 years. Not including the senior properties, the average age is 28 years. Amongst the seniors, it is 76 years. AHA's eldest community members are 95 years old.

AHA's newest four communities compare well to Aurora's overall square footage and average rent. While square footage is only marginally less, AHA's rents are considerably lower highlighting AHA's commitment to affordable housing. (See table below.)

In 2025, AHA lowered rent to respond to the economic climate, and reflect concessions and specials around the area. Instead of giving free months of rent, AHA made a market adjustment to lower security deposits and make sure that we kept ourselves affordable, as well as capable of maintaining our operations. This has helped us

move in over 215 households this year. AHA retained 22 who planned to move-out.

Affordable housing is needed. Every day the property management team arrives at AHA believing that we are making a difference and doing our best to show compassion, demonstrate our experience, and keeping a positive attitude knowing that everyone deserves a home.

18 languages are spoken throughout AHA properties:

Amharic	2.242%
Arabic	1.046%
Dari or Farsi	0.149%
English	71.300%
French	0.299%
Kinyarwanda	0.897%
Korean	4.036%
Kpelle	0.149%
Lingala	0.598%
Mandarin	0.299%
Oromo	0.149%
Pashto	0.448%
Russian	1.495%
Somali	0.747%
Spanish	14.798%
Swahili	0.448%
Tigrinya	0.448%
Vietnamese	0.448%

Bed	Bath	Aurora sq. ft.	AHA sq. ft.	Avg. Rent (Aurora)	Avg. Rent (AHA)
1	1	698	632	\$1,425	\$1,121
2	1/2	997	918	\$1,808	\$1,429
3	3	1371	1108	\$2,539	\$1,626

Facilities



The Facilities Management Department completed several major capital projects aimed at enhancing the long-term functionality and safety of the portfolio:

- Ivy Hill – complete mill and overlay of the parking lot, along with a full exterior repaint that included updated building signage and address identification.
- Fletcher Gardens – redesigned the manager's office, offering an improved space for resident meetings and daily operations.
- Residences at First Avenue – full exterior repaint, new building signage, and enhanced wayfinding signs to help residents and guests navigate the property; new galvanized stair systems designed to withstand harsh weather conditions and improve winter safety for residents and staff.
- Peoria Crossing – a new access system to streamline resident and guest entry.
- Exponent and Connections at 6th – new parcel locker systems, ensuring secure package delivery and reducing the risk of items being left in public view.

These investments reflect AHA's ongoing commitment to maintaining high-quality, safe, and sustainable assets across all properties.

Demonstrating a strong commitment to maintaining safe, functional, and well-managed communities, the Facilities Team successfully completed over 3,000 work orders. Of these work orders, more than 500 were emergency requests requiring immediate response and resolution. The team also completed over 1,000 preventive maintenance work orders, ensuring that building systems, equipment, and resident homes remain in optimal condition. The Facilities Team conducted semi-annual inspections of 100% of the units in the portfolio. During these inspections, technicians perform comprehensive evaluations to ensure each home is safe, fully operational, and well-maintained. Any issues identified are addressed promptly, reinforcing AHA's commitment to providing residents with high-quality living environments.

Because this work spans a wide range of trades - including plumbing, electrical, HVAC, carpentry, and general repairs - AHA's maintenance technicians bring a diverse and highly adaptable skill set. Their responsiveness and dedication make them the heartbeat of a critical support system for both residents and site operations.

Human Resources

2025 People and Talent: A Message from Human Resources Leadership

At Aurora Housing Authority, our people are at the heart of everything we do. In 2025, we continued to invest in building a workforce that reflects the strength, diversity, and resilience of the community we serve. Our team brings together various generations of talent — from long-tenured public service professionals to emerging leaders beginning their careers in housing and community impact work. This blend of experience and fresh perspective strengthens our ability to serve residents with compassion, professionalism, and innovation.

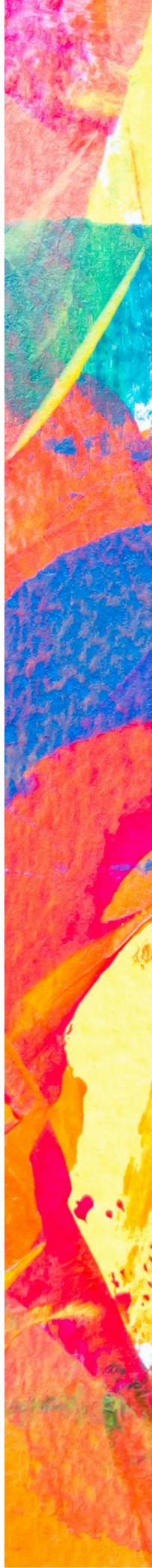
One of AHA's greatest strengths continues to be employee dedication and longevity! In 2025, more than 17% of our workforce reached between four and nine years of service, and over 10% of employees have served AHA and our community for 10 to 20 years. This level of tenure reflects a strong culture of purpose-driven, collaboration, and committed work to public service. We are deeply proud of the employees who choose to build their careers at AHA!

During 2025, we placed intentional focus on supporting our leaders and strengthening organizational consistency. In the fall, we expanded leadership resources, training opportunities, and performance management tools to ensure employees across all departments receive clear expectations, equitable evaluation, and meaningful development opportunities. These efforts help

us support both employee success and the quality of service our residents experience every day.

We also saw momentum in recruitment. Increased applicant interest allowed us to connect with highly qualified, mission-aligned candidates who are passionate about housing stability and service to the people of Aurora. At the same time, we reviewed and strengthened our interview and hiring tools to ensure transparency, and alignment with AHA's core values.

As we look ahead, AHA remains committed to investing in our workforce, developing strong leaders, and supporting a workplace culture that allows employees to thrive while serving our community with excellence. Our people are our greatest asset, and their work directly supports the stability, dignity, and opportunity we strive to create for every resident we serve.



Financials

Aurora Housing Authority Consolidated Financials
Total Reporting Entity
Year Ended December 31, 2025

Balance Sheet

Assets

Cash	\$ 30,799,735
Other Current Assets	\$ 4,627,260
Total Capital Assets (Net of Accumulated Depreciation)	\$ 204,093,503
Non-Current Assets	\$ 73,067,002
Deferred Outflows (Pension)	\$ 9,437,120
Total Assets	<u>\$ 322,024,620</u>

Liabilities and Net Assets

Current Liabilities	\$ 16,229,414
Non-Current Liabilities	\$ 147,427,067
Deferred Inflows (Pension,Leases)	\$ 8,617,006
Net Assets	\$ 149,751,133
Total Liabilities and Net Assets	<u>\$ 322,024,620</u>

Income Statement

Revenues

Operating Revenue	\$ 17,090,151
HUD HAP Revenue	\$ 50,511,688
Other Revenue	\$ 14,311,242
Total Revenue	\$ 81,913,061

Expenses

Operating Expenses	\$ 18,224,164
HAP Payments	\$ 47,907,345
Total Expenses	\$ 66,131,509

Net Operating Income \$ 15,781,552

Interest Expense \$ 6,433,608

Depreciation \$ 9,264,356

Net Income \$ 83,588

Board of Commissioners

Barbara Cleland - Chair
Martina Spencer - Vice-Chair
Tom Ashburn
Ray Barnes
Tim Huffman
Deb Neeley
Moses Suh

Senior Staff

Steve Blackstock- Executive Director
Les Arney - Chief Financial Officer
Laura Getz - Director of Family Services
Cindy Gonzales - Director of Property Management
Hannah Han - Special Projects Manager
Martin Petrov - Director of Development
Celia Rivas - Director of Assisted Housing
Steven Romero - Director of Facilities
Fanny Tellez - Director of Human Resources



AHA Staff

2280 South Xanadu Way | Aurora, Colorado 80014
720-251-2100 | Fax: 303-340-1972 | TDD Relay 7-1-1
www.aurorahousing.org

