



Denver Housing Authority 2024 Draft Agency Plan

DHA

Sun Valley Redevelopment

Annual PHA Plan <i>(Standard PHAs and Troubled PHAs)</i>	U.S. Department of Housing and Urban Development Office of Public and Indian Housing	OMB No. 2577-0226 Expires: 03/31/2024
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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, including changes to these policies, 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. The Form HUD-50075-ST is to be completed annually by **STANDARD PHAs** or **TROUBLED PHAs**. PHAs that meet the definition of a High Performer PHA, Small PHA, HCV-Only PHA or Qualified PHA do not need to submit this form.

Definitions.

- (1) **High-Performer PHA** – A PHA that owns or manages more than 550 combined public housing units and housing choice vouchers, and was designated as a high performer on both the most recent Public Housing Assessment System (PHAS) and Section Eight Management Assessment Program (SEMAP) assessments if administering both programs, or PHAS if only administering public housing.
- (2) **Small PHA** - A PHA that is not designated as PHAS or SEMAP troubled, that owns or manages less than 250 public housing units and any number of vouchers where the total combined units exceed 550.
- (3) **Housing Choice Voucher (HCV) Only PHA** - A PHA that administers more than 550 HCVs, was not designated as troubled in its most recent SEMAP assessment and does not own or manage public housing.
- (4) **Standard PHA** - A PHA that owns or manages 250 or more public housing units and any number of vouchers where the total combined units exceed 550, and that was designated as a standard performer in the most recent PHAS or SEMAP assessments.
- (5) **Troubled PHA** - A PHA that achieves an overall PHAS or SEMAP score of less than 60 percent.
- (6) **Qualified PHA** - A PHA with 550 or fewer public housing dwelling units and/or housing choice vouchers combined and is not PHAS or SEMAP troubled.

A. PHA Information.																																					
A.1	<p>PHA Name: <i>The Housing Authority of the City and County of Denver</i> PHA Code: <i>CO001</i> PHA Type: <input checked="" type="checkbox"/> Standard PHA <input type="checkbox"/> Troubled PHA PHA Plan for Fiscal Year Beginning: <i>01/2024</i> PHA Inventory (Based on Annual Contributions Contract (ACC) units at time of FY beginning, above) Number of Public Housing (PH) Units <i>2,967</i> Number of Housing Choice Vouchers (HCVs) <i>8,175</i> Total Combined Units/Vouchers <i>11,142</i> PHA Plan Submission Type: <input checked="" type="checkbox"/> Annual Submission <input type="checkbox"/> Revised Annual Submission</p> <p>Availability of Information. 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. 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 website. PHAs are also encouraged to provide each resident council a copy of their PHA Plans.</p> <p><input type="checkbox"/> PHA Consortia: (Check box if submitting a Joint PHA Plan and complete table below)</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th rowspan="2">Participating PHAs</th> <th rowspan="2">PHA Code</th> <th rowspan="2">Program(s) in the Consortia</th> <th rowspan="2">Program(s) not in the Consortia</th> <th colspan="2">No. of Units in Each Program</th> </tr> <tr> <th>PH</th> <th>HCV</th> </tr> </thead> <tbody> <tr> <td>Lead PHA:</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>					Participating PHAs	PHA Code	Program(s) in the Consortia	Program(s) not in the Consortia	No. of Units in Each Program		PH	HCV	Lead PHA:																							
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B.	Plan Elements
B.1	<p>Revision of PHA Plan Elements.</p> <p>(a) Have the following PHA Plan elements been revised by the PHA?</p> <p>Y N</p> <p><input type="checkbox"/> <input checked="" type="checkbox"/> Statement of Housing Needs and Strategy for Addressing Housing Needs</p> <p><input checked="" type="checkbox"/> <input type="checkbox"/> Deconcentration and Other Policies that Govern Eligibility, Selection, and Admissions.</p> <p><input checked="" type="checkbox"/> <input type="checkbox"/> Financial Resources.</p> <p><input type="checkbox"/> <input checked="" type="checkbox"/> Rent Determination.</p> <p><input type="checkbox"/> <input checked="" type="checkbox"/> Operation and Management.</p> <p><input type="checkbox"/> <input checked="" type="checkbox"/> Grievance Procedures.</p> <p><input type="checkbox"/> <input checked="" type="checkbox"/> Homeownership Programs.</p> <p><input type="checkbox"/> <input checked="" type="checkbox"/> Community Service and Self-Sufficiency Programs.</p> <p><input type="checkbox"/> <input checked="" type="checkbox"/> Safety and Crime Prevention.</p> <p><input checked="" type="checkbox"/> <input type="checkbox"/> Pet Policy.</p> <p><input type="checkbox"/> <input checked="" type="checkbox"/> Asset Management.</p> <p><input checked="" type="checkbox"/> <input type="checkbox"/> Substantial Deviation.</p> <p><input checked="" type="checkbox"/> <input type="checkbox"/> Significant Amendment/Modification</p> <p>(b) If the PHA answered yes for any element, describe the revisions for each revised element(s):</p> <p>(c) The PHA must submit its Deconcentration Policy for Field Office review.</p> <p>See Attachment 1. PHA Plan Elements</p>
B.2	<p>New Activities.</p> <p>(a) Does the PHA intend to undertake any new activities related to the following in the PHA's current Fiscal Year?</p> <p>Y N</p> <p><input checked="" type="checkbox"/> <input type="checkbox"/> Hope VI or Choice Neighborhoods.</p> <p><input checked="" type="checkbox"/> <input type="checkbox"/> Mixed Finance Modernization or Development.</p> <p><input checked="" type="checkbox"/> <input type="checkbox"/> Demolition and/or Disposition.</p> <p><input checked="" type="checkbox"/> <input type="checkbox"/> Designated Housing for Elderly and/or Disabled Families.</p> <p><input checked="" type="checkbox"/> <input type="checkbox"/> Conversion of Public Housing to Tenant-Based Assistance.</p> <p><input checked="" type="checkbox"/> <input type="checkbox"/> Conversion of Public Housing to Project-Based Assistance under RAD.</p> <p><input type="checkbox"/> <input checked="" type="checkbox"/> Occupancy by Over-Income Families.</p> <p><input type="checkbox"/> <input checked="" type="checkbox"/> Occupancy by Police Officers.</p> <p><input type="checkbox"/> <input checked="" type="checkbox"/> Non-Smoking Policies.</p> <p><input checked="" type="checkbox"/> <input type="checkbox"/> Project-Based Vouchers.</p> <p><input checked="" type="checkbox"/> <input type="checkbox"/> Units with Approved Vacancies for Modernization.</p> <p><input checked="" type="checkbox"/> <input type="checkbox"/> Other Capital Grant Programs (i.e., Capital Fund Community Facilities Grants or Emergency Safety and Security Grants).</p> <p>(b) If any of these activities are planned for the current Fiscal Year, describe the activities. For new demolition activities, describe any public housing development or portion thereof, owned by the PHA for which the PHA has applied or will apply for demolition and/or disposition approval under section 18 of the 1937 Act under the separate demolition/disposition approval process. If using Project-Based Vouchers (PBVs), provide the projected number of project based units and general locations, and describe how project basing would be consistent with the PHA Plan.</p> <p>See Attachment 2. New Activities</p>
B.3	<p>Progress Report.</p> <p>Provide a description of the PHA's progress in meeting its Mission and Goals described in the PHA 5-Year and Annual Plan.</p> <p>See attachment 3. DHA Mission & Goals Progress Report</p>
B.4	<p>Capital Improvements. Include a reference here to the most recent HUD-approved 5-Year Action Plan in EPIC and the date that it was approved.</p> <p>See Attachment 5. Capital Fund Year One and 5-Year Action Plan</p>

<p>B.5</p>	<p>Most Recent Fiscal Year Audit.</p> <p>(a) Were there any findings in the most recent FY Audit?</p> <p>Y N <input type="checkbox"/> <input checked="" type="checkbox"/></p> <p>(b) If yes, please describe:</p>
<p>C. Other Document and/or Certification Requirements.</p>	
<p>C.1</p>	<p>Resident Advisory Board (RAB) Comments.</p> <p>(a) Did the RAB(s) have comments to the PHA Plan?</p> <p>Y N <input checked="" type="checkbox"/> <input type="checkbox"/> The Denver Housing Authority Resident Council Board has submitted a resolution in support of the plan.</p> <p>(b) If yes, comments must be submitted by the PHA as an attachment to the PHA Plan. PHAs must also include a narrative describing their analysis of the RAB recommendations and the decisions made on these recommendations.</p> <p>See Attachment 4. Supporting Documentation-Resolution in Support of Agency Plan</p>
<p>C.2</p>	<p>Certification by State or Local Officials.</p> <p>Form HUD 50077-SL, <i>Certification by State or Local Officials of PHA Plans Consistency with the Consolidated Plan</i>, must be submitted by the PHA as an electronic attachment to the PHA Plan.</p> <p>See Attachment 4. Supporting Documentation</p>
<p>C.3</p>	<p>Civil Rights Certification/ Certification Listing Policies and Programs that the PHA has Revised since Submission of its Last Annual Plan.</p> <p>Form HUD-50077-ST-HCV-HP, <i>PHA Certifications of Compliance with PHA Plan, Civil Rights, and Related Laws and Regulations Including PHA Plan Elements that Have Changed</i>, must be submitted by the PHA as an electronic attachment to the PHA Plan.</p> <p>See Attachment 4. Supporting Documentation</p>
<p>C.4</p>	<p>Challenged Elements. If any element of the PHA Plan is challenged, a PHA must include such information as an attachment with a description of any challenges to Plan elements, the source of the challenge, and the PHA's response to the public.</p> <p>(a) Did the public challenge any elements of the Plan?</p> <p>Y N <input type="checkbox"/> <input checked="" type="checkbox"/></p> <p>If yes, include Challenged Elements.</p>
<p>C.5</p>	<p>Troubled PHA.</p> <p>(a) Does the PHA have any current Memorandum of Agreement, Performance Improvement Plan, or Recovery Plan in place?</p> <p>Y N N/A <input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/></p> <p>(b) If yes, please describe:</p>
<p>D. Affirmatively Furthering Fair Housing (AFFH).</p>	
<p>D.1</p>	<p>Affirmatively Furthering Fair Housing (AFFH).</p> <p>Provide a statement of the PHA's strategies and actions to achieve fair housing goals outlined in an accepted Assessment of Fair Housing (AFH) consistent with 24 CFR § 5.154(d)(5). Use the chart provided below. (PHAs should add as many goals as necessary to overcome fair housing issues and contributing factors.) Until such time as the PHA is required to submit an AFH, the PHA is not obligated to complete this chart. The PHA will fulfill, nevertheless, the requirements at 24 CFR § 903.7(o) enacted prior to August 17, 2015. See Instructions for further detail on completing this item.</p>

Fair Housing Goal:

Describe fair housing strategies and actions to achieve the goal

The Denver Housing Authority is currently not required to submit an AFH

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Describe fair housing strategies and actions to achieve the goal

The Denver Housing Authority is currently not required to submit an AFH

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Describe fair housing strategies and actions to achieve the goal

The Denver Housing Authority is currently not required to submit an AFH

Attachment 1. Revision of PHA Plan Elements

A. Violence Against Women Act (VAWA) (Denver Housing Authority ACOP 2019)

The Violence against Women Act (VAWA) provides special protections for victims of domestic violence, dating violence, and stalking who are applying for or receiving assistance under the public housing program. For a more in-depth explanation please review DHA's Violence Against Women Act Procedure which is available upon request from DHA Staff and is available on DHA's Website.

Colorado Law. Landlords are obligated to comply with State Laws that provide protection for victims of domestic violence. Specifically, C.R.S. § 38-12-402 and its revisions, if any.

B. Deconcentration Policies that Govern Admissions (Denver Housing Authority ACOP 2019)

It is the policy of DHA to provide for the deconcentration of poverty and encourage income mixing by bringing higher income families into lower income developments and lower income families into higher income developments, pursuant to current HUD regulations, and any subsequent amendments. Toward this end, DHA has instituted local preferences and will continue to affirmatively market our housing to all eligible income groups. Lower income residents will not be steered toward lower income developments and higher income people will not be steered toward higher income developments. Prior to the beginning of each DHA fiscal year, staff will analyze the income levels of families residing in each of our developments. Based on this analysis, and the then current HUD regulations, DHA will determine which, if any, DHA developments are above, within, or below the DHA Established Income Range (EIR). Any developments above the EIR will be designated as high-income. Any developments with incomes below the EIR will be designated as low income. Based on this analysis, DHA will determine the marketing strategies and whether or not additional incentives will have to be developed and implemented to deconcentrate poverty.

C. Deconcentration Strategies (Denver Housing Authority ACOP 2019)

DHA may, in its sole discretion, utilize one or more of the following strategies to encourage applicant families whose income classification would help to meet the deconcentration goals of a particular development: 1) incentives designed to encourage families with incomes below the EIR to accept units in developments with incomes above the EIR, and vice versa; 2) target investments and capital improvements; and 3) continue use of working family preferences. These strategies may be used at different times, or under different conditions, but will always be used in a consistent and non-discriminatory manner. Deconcentration incentives may apply to Mixed Income Developments (i.e. Villages at Curtis Park, Benedict Park Place and Mariposa) applicant families at the sole discretion of the Owner.

D. Financial Resources (Denver Housing Authority 2023 Annual Budget)

The adopted budget for 2023 is \$287,859,444. As in prior years, majority of DHA's operating revenues is coming from federal financial assistance to provide low-income housing. Rental revenues are budgeted higher in 2023 due to three new properties, GreenHaus, Thrive and 655 Broadway that will lease up in 2023. As in 2022, no sales are budgeted for 2023, but sales did occur in 2022. The variance in Interest Income is due to budget methodology. Interest income that is payable upon availability of cash flow is not budgeted. Therefore, the actuals received in 2022 are larger than the amount budgeted for 2023. Although fewer development budgets are included in this year's budget, the proportion of bond funds is higher than the previous year. Use of reserves in 2022 is lower than budgeted as HCV and RCC have had cost savings in salaries due to turnover. Capital financing/Tax Credit Equity is budgeted lower due to budget methodology as only projects that are close to financial closing are included. Additional development projects will be presented to the Board for approval during the year.

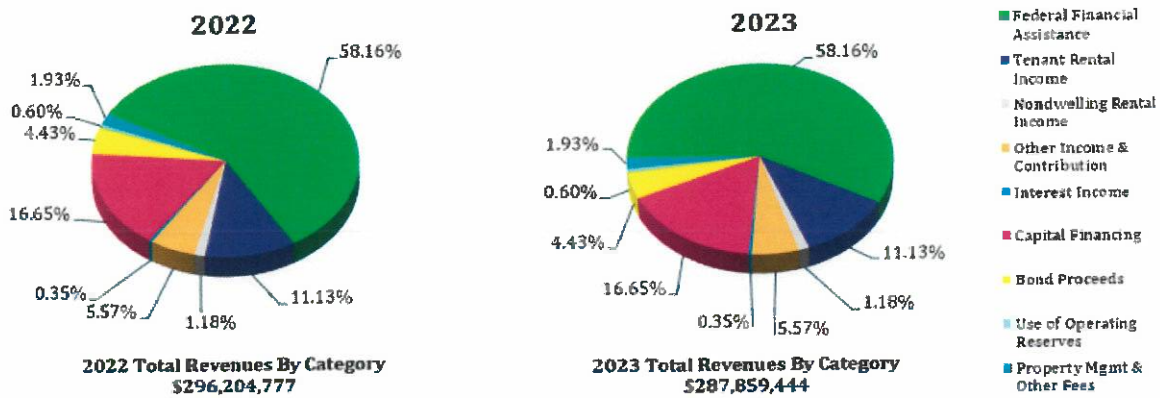
General expenses are budgeted higher in 2023 due to increase in insurance costs. Contributions to Operating Reserves are dependent on net income. Capital Investments is budgeted lower as only projects that are close to financial closing are included in the budget and there are fewer in 2023. Additional development projects will be presented to the Board for approval during the year.

2023 BUDGET SUMMARY						
COMPARATIVE SUMMARY OF REVENUES AND EXPENSES						
	2021	2022	2022 YTD	2022	2023	Increase (Decrease)
	Actual	Budget	as of 9/30/22	Annualized	Budget	From Prior Year
Revenues						
Rental income	\$28,615,893	\$32,969,135	23,753,366	\$31,671,155	\$38,810,917	23%
Nondwelling rental income	1,946,406	3,495,650	2,671,545	3,562,060	3,591,977	1%
Management fees	1,719,225	1,426,281	960,253	1,280,337	1,328,833	4%
Developer fees	8,830,317	4,302,973	320,000	4,637,650	4,200,995	(9%)
Federal financial assistance	146,085,190	172,257,908	128,130,054	170,840,072	173,625,995	2%
Other intergovernmental contributions	6,885,295	9,523,825	9,264,966	9,384,966	10,165,642	8%
Other income	4,189,972	6,964,672	5,000,693	6,667,591	6,428,298	(4%)
Sales proceeds	372,234	-	5,474,690	5,474,690	-	(100%)
Interest income	3,475,858	1,035,810	4,981,197	6,641,596	1,829,406	(72%)
Use of bond proceeds	18,592,651	13,120,994	4,095,000	13,195,000	24,072,164	82%
Use of reserves (program income)	10,441,836	1,784,529	482,588	849,848	2,203,217	159%
Capital financing/Tax Credit Equity	78,029,666	49,323,000	49,738,648	58,143,035	21,602,000	(63%)
Total	\$309,184,543	\$296,204,777	\$234,873,000	\$312,348,000	\$287,859,444	(8%)
Expenses						
Administration	\$30,539,762	\$35,644,297	27,219,476	\$36,292,635	\$39,713,733	9%
Rent to owners	95,447,184	111,280,034	80,934,394	107,912,525	104,186,937	(3%)
Utilities	8,845,343	10,108,992	7,598,409	10,131,212	10,388,225	3%
Maintenance	22,661,249	20,248,144	19,509,819	25,197,092	25,776,645	2%
Debt service/Interest expense	20,513,984	20,184,756	16,034,997	21,379,996	22,712,802	6%
General	7,523,295	6,089,194	4,867,026	6,489,368	7,220,102	11%
Replacement reserves	458,607	2,843,704	2,132,778	2,843,704	2,650,751	(7%)
Contributions to Operating Reserves	24,740,711	8,927,581	27,551,931	36,735,908	5,813,726	(84%)
Capital Investments	98,454,408	80,878,075	49,024,170	65,365,560	69,396,523	6%
Total	\$309,184,543	\$296,204,777	\$234,873,000	\$312,348,000	\$287,859,444	(8%)
Net of interfund transfers and interfund revenues and expenses						

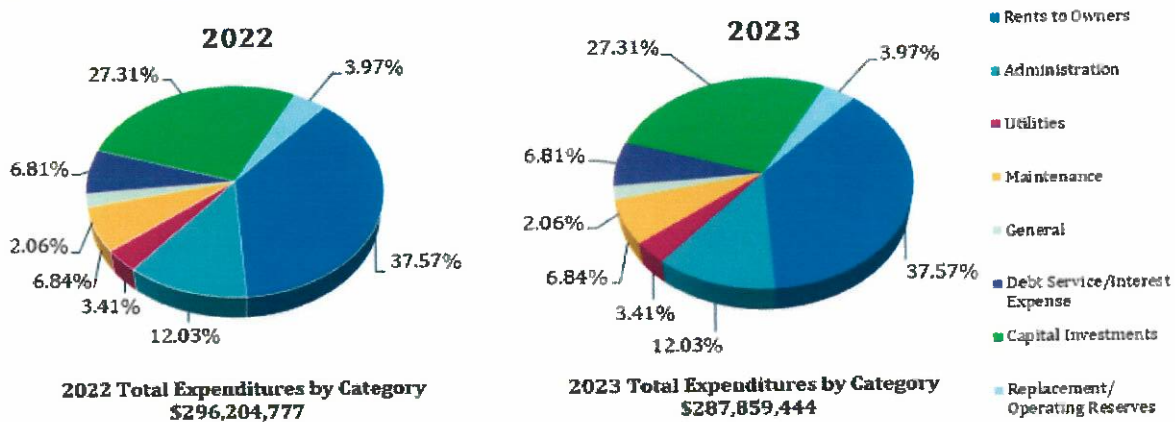
The highlights of the 2023 budget and the assumptions used in developing DHA's 2023 Operating Budget are as follows:

- The FY 2023 DHA Comprehensive budget is for \$287,859,444, a decrease of \$8,345,333 (3%) from FY 2022 due to a smaller capital projects budget in 2023.
- The major capital projects for 2023 are: Joli and Sun Valley infrastructure.
- HCV Housing Assistance Payments (HAP) are budgeted at 100%.
- The lease-up for the HCV program is budgeted at 97% for 2023.
- DHA will administer 8,024 HCV vouchers in FY2023, an increase of 57.
- DHA is budgeted to manage a total of 5,871 rental units in 2023.
- Operating subsidy for the public housing program is budgeted at 95%.
- Occupancy is projected at 95% for DHA's established rental developments.
- DHA investments are budgeted to earn an average of 1.8% in 2023.
- The 2023 budget projects 373 regular full-time employees.
- Annual salary increase of 2% is budgeted for eligible regular full-time staff in 2023.
- Merit increase in salary of 3% is budgeted for eligible regular full-time staff in 2023.

WHERE THE MONEY COMES FROM – ALL REVENUE



WHERE THE MONEY GOES – ALL EXPENDITURES



E. Substantial Deviation

Substantial deviation is defined as: 1) discretionary changes in the plans or policies of DHA that fundamentally change the mission, goals, objectives, or 2) plans of the agency which require formal approval of the Board of Commissioners or the addition of any large capital item to the Capital Fund 5-Year Action Plan. Large capital items are defined as any work item that is \$1,000,000 or greater.



Thrive Apartments opening 2023

F. Significant Amendment or Modification

Significant amendment or modification is defined as: 1) discretionary changes in the plans or policies of DHA that fundamentally change the mission, goals, objectives, or plans of the agency and which require formal approval of the Board of Commissioners or 2) the addition of any large capital item to the Capital Fund 5-Year Action Plan. Large capital items are defined as any work item that is \$1,000,000 or greater.

G. Pet Policy (Denver Housing Authority ACOP 2023)

Family Housing Pet Policy

This policy was developed after weighing and balancing the interests of Denver Housing Authority's (DHA) tenants, DHA management and the communities surrounding DHA's developments and dispersed housing. In accordance with federal regulations, DHA will permit pet(s) in dwelling units in accordance with this policy. No exotic, wild or dangerous animals, snakes or any other animal not permitted in residential units by state or local laws, ordinances or this policy may be kept by tenants.

Conventional public housing tenants living in family housing are permitted to keep no more than 1 dog or 1 cat per unit. This policy does not apply to assistance animals that assist persons with disabilities. Individuals requiring an assistance animal must request a Reasonable Accommodation pursuant to the Reasonable Accommodation in Housing Guidelines ("RAHG"). Tenants of high-rises must comply with the Elderly/Disabled Pet Policy. Elderly tenants living in DHA family developments must comply with this Family Housing Pet Policy.

Public Housing Elderly/Disabled Pet Policy

This policy was developed after weighing and balancing the interests of the Housing Authority of the City and County of Denver ("DHA") tenants of designated elderly/disabled developments, DHA management and the communities surrounding DHA's developments. In accordance with federal regulations, DHA will permit pet(s) in DHA's designated elderly/disabled developments. No exotic, wild or dangerous animals, snakes or any other animal not permitted in residential units by state or local laws, ordinances or this policy may be kept by tenants.

Conventional public housing tenants living in family housing are permitted to keep no more than 1 dog or 1 cat per unit. This policy does not apply to assistance animals that assist persons with disabilities, because assistance animals are not pets. Individuals requiring an assistance animal must request an accommodation pursuant to the RAHG. Tenants of high-rises must comply with the Elderly/Disabled Pet Policy. Elderly tenants living in DHA family developments must comply with the Family Housing Pet Policy. Housing that is designated specifically for the "elderly and/or disabled," includes the following sites: Walsh Manor, Walsh Annex, Hirschfeld Towers, Barney Ford, Mulroy Apartments, Thomas Connole, North Lincoln Midrise, and Tapiz at Mariposa. This policy shall apply to any designated elderly and/or disabled housing that may be developed, bought or acquired in the future.

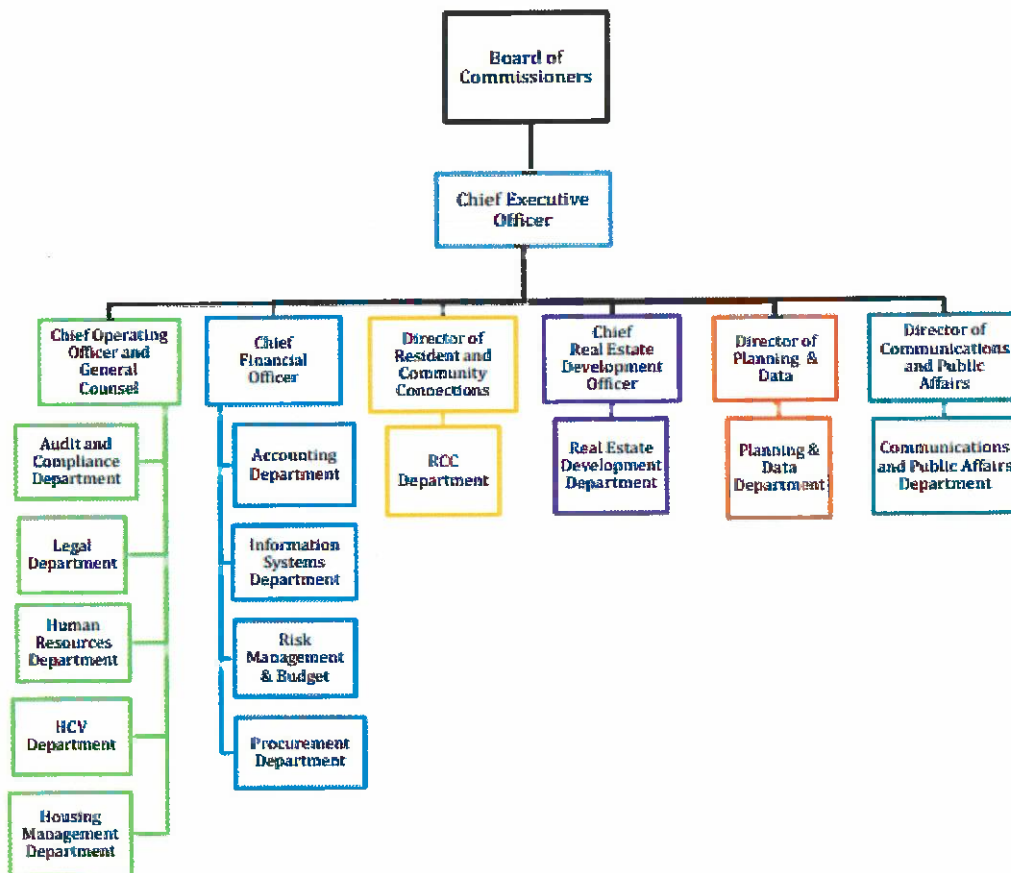
Attachment 2. New Activities

"DHA develops and provides high-quality, affordable housing with responsive services, enabling people and communities to thrive."

DHA is a quasi-municipal corporation with a portfolio of over 12,000 units and housing choice vouchers, providing affordable housing to more than 26,000 very-low, low-, and middle-income individuals representing over 12,000 families. DHA's expanding property portfolio includes large-scale developments, mixed-use properties, and scattered site housing, as well as privately owned Housing Choice Voucher properties across the City.

HOUSING AUTHORITY OF THE CITY AND COUNTY OF DENVER, COLORADO 2023 ORGANIZATION CHART

DHA STRUCTURE



A. Choice Neighborhoods, Mixed Finance Modernization or Development

Development Name*	Development Type	AMP	Unit Count	Anticipated Submission Date
Sun Valley Homes/Annex	Choice Neighborhoods (Grant to be completed and closed out in 2025)	008/012	333	Awarded December 2016 & 2019
Westridge Homes	Mixed Finance (3 phase Redevelopment)	006	200	December 2024, 2025, 2026
1507-1529 West 44th/4408 Pecos 4490-4498 Pecos	Mixed Finance	050	20	October 2024
1755 South Pecos (Ruby Hill)	Mixed Finance	070	25	October 2024
Walsh Manor Modernization	PH/LIHTC	014	89	April 2026
Barney Ford Modernization	PH/LIHTC	016	81	April 2026
Thomas Connole Modernization	PH/LIHTC	020	100	April 2026
Quigg Newton Homes	Choice Neighborhoods	007	380	June 2028
North Lincoln Homes	Choice Neighborhoods/ Mixed Finance	553	206	June 2031
Columbine Homes	Choice Neighborhoods/ Mixed Finance	005	200	June 2037
Available ACC Development	Mixed Finance	Agency Wide	Agency Wide	Pending Funding Availability
Available ACC Development	Thomas Bean Tower-Transfer HAP Contract to PH (29) additional units (5)	058	34	Submitted Third Quarter 2023-Approval Pending
Available ACC Development	Triangolo Hall – Former Johnson & Wales dormitory building mixed Finance	Acquisition with Rehab	33	Second Quarter 2024
Available ACC Development	Gaebe Hall Former Johnson & Wales dormitory building mixed Finance	Acquisition with Rehab	39	Second Quarter 2024
Available ACC development	2617 West Holden Place Sun Valley Neighborhood	Acquisition	Zero	First Quarter 2024
Capital Fund Financing	Debt Defeasance (Debt Matures in 2027)	Agency Wide	Agency Wide	HUD submission fourth quarter 2023
Public Housing Portfolio	Evaluate RAD &/or other conversion & financing options	Agency Wide	Agency Wide	On-going

*All applications are contingent on funding availability



B. Demolition and/or Disposition

C. Demolition/Disposition Activity Description	
1a. Development name: Sun Valley Homes/Annex	
1b. Development (project) number: AMP-008	Completed in 2020
2. Activity type: Demolition <input checked="" type="checkbox"/>	
Disposition <input checked="" type="checkbox"/>	
3. Application status (select one)	
Approved <input checked="" type="checkbox"/>	
Submitted, pending approval <input type="checkbox"/>	Disposition pending
Planned application <input type="checkbox"/>	
4. Date application approved , submitted, or planned for submission: Demolition approved on 05/06/18 & Disposition approved on 18/09/18	
5. Number of units affected: 58 of 333 total units (Zone A – Phase I)	
6. Coverage of action (select one)	
<input checked="" type="checkbox"/> Part of the development (single site)	
<input type="checkbox"/> Total development	
7. Timeline for activity:	
a. Actual or projected start date of activity: 30/09/17	
b. Projected end date of activity: Rental -Demo/Dispo completed 18/03/19	
Disposition vacant land for HO completed 23/04/20	

Demolition/Disposition Activity Description	
1a. Development name: Sun Valley Homes/Annex	
1b. Development (project) number: AMP-008	Completed in 2021
2. Activity type: Demolition <input checked="" type="checkbox"/>	
Disposition <input type="checkbox"/>	
3. Application status (select one)	
Approved <input checked="" type="checkbox"/>	
Submitted, pending approval <input type="checkbox"/>	Disposition pending
Planned application <input type="checkbox"/>	
4. Date application approved , submitted, or planned for submission: 16/07/20	
5. Number of units affected: 187 of the remaining 275 units (Zone B – phase II)	
Coverage of action (select one)	
<input checked="" type="checkbox"/> Part of the development (single site)	
<input type="checkbox"/> Total development (Remaining portion)	
7. Timeline for activity:	
a. Actual or projected start date of activity: 31/08/20	
b. Projected end date of activity: 31/12/21 – Demolition completed	

Demolition/Disposition Activity Description	
1a. Development name: Sun Valley Homes/Annex	
1b. Development (project) number: AMP-008	
2. Activity type: Demolition <input type="checkbox"/>	
Disposition <input checked="" type="checkbox"/>	
3. Application status (select one)	
Approved <input checked="" type="checkbox"/>	
Submitted, pending approval <input type="checkbox"/>	Disposition pending
Planned application <input type="checkbox"/>	
4. Date application approved , submitted, or planned for submission: 04/02/22	
5. Number of units affected: Land associated with 275 units in Zone B & C	
Coverage of action (select one)	
<input type="checkbox"/> Part of the development (single site)	
<input checked="" type="checkbox"/> Total development (Remaining portion)	
7. Timeline for activity:	
a. Actual or projected start date of activity: 04/02/22	
b. Projected end date of activity: Zone B land disposition completed 06/05/22	
Zone C land disposition projected to be completed by 30/09/22	

Demolition/Disposition Activity Description	
1a. Development name: Sun Valley Homes/Annex	
1b. Development (project) number: AMP-008	Completed in 2021
2. Activity type: Demolition <input checked="" type="checkbox"/>	
Disposition <input type="checkbox"/>	
3. Application status (select one)	
Approved <input checked="" type="checkbox"/>	
Submitted, pending approval <input type="checkbox"/>	Disposition pending
Planned application <input type="checkbox"/>	
4. Date application approved , submitted, or planned for submission: 15/04/21	
5. Number of units affected: Remaining 88 of the original 333 (Zone C – Phase III)	
Coverage of action (select one)	
<input type="checkbox"/> Part of the development (single site)	
<input checked="" type="checkbox"/> Total development (Remaining portion)	
7. Timeline for activity:	
a. Actual or projected start date of activity: 30/09/21	
b. Projected end date of activity: 27/05/22 – Demotion completed	

Demolition/Disposition Activity Description	
1a. Development name:	Westridge Homes
1b. Development (project) number:	AMP-006
2. Activity type:	Demolition <input checked="" type="checkbox"/> Disposition <input checked="" type="checkbox"/>
3. Application status (select one)	Approved <input type="checkbox"/> Submitted, pending approval <input type="checkbox"/> Disposition pending Planned application <input checked="" type="checkbox"/> (Three Phases – 2024, 2025 & 2026)
4. Date application approved, submitted, or planned for submission:	31/12/24
5. Number of units affected:	200
6. Coverage of action (select one)	<input type="checkbox"/> Part of the development (single site) <input checked="" type="checkbox"/> Total development (Three Phases – 2024, 2025 & 2026)
7. Timeline for activity:	a. Actual or projected start date of activity: 31/03/25 b. Projected end date of activity: 30/09/27

Demolition/Disposition Activity Description	
1a. Development name:	Dispersed East - 1507-1529 West 44 th /4408 Pecos 4490-4498 Pecos
1b. Development (project) number:	AMP 050
2. Activity type:	Demolition <input type="checkbox"/> Disposition <input checked="" type="checkbox"/>
3. Application status (select one)	Approved <input type="checkbox"/> Submitted, pending approval <input type="checkbox"/> Disposition pending Planned application <input checked="" type="checkbox"/>
4. Date application approved, submitted, or planned for submission:	30/10/24
5. Number of units affected:	20
6. Coverage of action (select one)	<input checked="" type="checkbox"/> Part of the development (single sites) <input type="checkbox"/> Total development
7. Timeline for activity:	a. Actual or projected start date of activity: 30/09/25 b. Projected end date of activity: 30/09/26

Demolition/Disposition Activity Description	
1a. Development name:	Dispersed South - 1755 South Pecos (Ruby Hill)
1b. Development (project) number:	AMP 070
2. Activity type:	Demolition <input checked="" type="checkbox"/> Disposition <input checked="" type="checkbox"/>
3. Application status (select one)	Approved <input type="checkbox"/> Submitted, pending approval <input type="checkbox"/> Disposition pending Planned application <input checked="" type="checkbox"/>
4. Date application approved, submitted, or planned for submission:	30/10/24
5. Number of units affected:	25
6. Coverage of action (select one)	<input checked="" type="checkbox"/> Part of the development (single sites) <input type="checkbox"/> Total development
7. Timeline for activity:	a. Actual or projected start date of activity: 30/09/25 b. Projected end date of activity: 30/09/26

Demolition/Disposition Activity Description	
1a. Development name:	Dispersed East (050)
1b. Development (project) number:	AMP-050
2. Activity type:	Demolition <input type="checkbox"/> Disposition <input checked="" type="checkbox"/>
3. Application status (select one)	Approved <input type="checkbox"/> Submitted, pending approval <input type="checkbox"/> Disposition pending Planned application <input checked="" type="checkbox"/>
4. Date application approved, submitted, or planned for submission:	30/04/24
5. Number of units affected:	Remaining 75 units
6. Coverage of action (select one)	<input type="checkbox"/> Part of the development <input checked="" type="checkbox"/> Total development
7. Timeline for activity:	a. Actual or projected start date of activity: 30/09/24 b. Projected end date of activity: 30/09/25

Demolition/Disposition Activity Description	
1a. Development name:	Dispersed West (051)
1b. Development (project) number:	AMP-051
2. Activity type:	Demolition <input type="checkbox"/> Disposition <input checked="" type="checkbox"/>
3. Application status (select one)	Approved <input type="checkbox"/> Submitted, pending approval <input type="checkbox"/> Disposition pending Planned application <input checked="" type="checkbox"/>
4. Date application approved, submitted, or planned for submission:	30/04/24
5. Number of units affected:	Remaining 80 units
6. Coverage of action (select one)	<input type="checkbox"/> Part of the development <input checked="" type="checkbox"/> Total development
7. Timeline for activity:	a. Actual or projected start date of activity: 30/09/24 b. Projected end date of activity: 30/09/25

Demolition/Disposition Activity Description	
1a. Development name:	Dispersed South (070)
1b. Development (project) number:	AMP-070
2. Activity type:	Demolition <input type="checkbox"/> Disposition <input checked="" type="checkbox"/>
3. Application status (select one)	Approved <input type="checkbox"/> Submitted, pending approval <input type="checkbox"/> Disposition pending Planned application <input checked="" type="checkbox"/>
4. Date application approved, submitted, or planned for submission:	30/04/24
5. Number of units affected:	Remaining 153 units
6. Coverage of action (select one)	<input type="checkbox"/> Part of the development <input checked="" type="checkbox"/> Total development
7. Timeline for activity:	a. Actual or projected start date of activity: 30/09/24 b. Projected end date of activity: 30/09/25

Demolition/Disposition Activity Description	
1a. Development name:	Walsh Manor - 1790 West Mosier
1b. Development (project) number:	AMP 014
2. Activity type:	Demolition <input type="checkbox"/> Disposition <input checked="" type="checkbox"/>
3. Application status (select one)	Approved <input type="checkbox"/> Submitted, pending approval <input type="checkbox"/> Disposition pending Planned application <input checked="" type="checkbox"/>
4. Date application approved, submitted, or planned for submission:	30/04/26
5. Number of units affected:	89
6. Coverage of action (select one)	<input type="checkbox"/> Part of the development (single sites) <input checked="" type="checkbox"/> Total development
7. Timeline for activity:	a. Actual or projected start date of activity: 31/08/26 b. Projected end date of activity: 30/09/27

Demolition/Disposition Activity Description	
1a. Development name:	Barney Ford Heights - 2024 Clarkson
1b. Development (project) number:	AMP 016
2. Activity type:	Demolition <input type="checkbox"/> Disposition <input checked="" type="checkbox"/>
3. Application status (select one)	Approved <input type="checkbox"/> Submitted, pending approval <input type="checkbox"/> Disposition pending Planned application <input checked="" type="checkbox"/>
4. Date application approved, submitted, or planned for submission:	30/04/26
5. Number of units affected:	89
6. Coverage of action (select one)	<input type="checkbox"/> Part of the development (single sites) <input checked="" type="checkbox"/> Total development
7. Timeline for activity:	a. Actual or projected start date of activity: 31/08/26 b. Projected end date of activity: 30/09/27

Demolition/Disposition Activity Description	
1a. Development name:	Thomas Connole - 1710 Williams Street
1b. Development (project) number:	AMP 020
2. Activity type:	Demolition <input type="checkbox"/> Disposition <input checked="" type="checkbox"/>
3. Application status (select one)	Approved <input type="checkbox"/> Submitted, pending approval <input type="checkbox"/> Disposition pending Planned application <input checked="" type="checkbox"/>
4. Date application approved, submitted, or planned for submission:	30/04/26
5. Number of units affected:	89
6. Coverage of action (select one)	<input type="checkbox"/> Part of the development (single sites) <input checked="" type="checkbox"/> Total development
7. Timeline for activity:	a. Actual or projected start date of activity: 31/08/26 b. Projected end date of activity: 30/09/27

Demolition/Disposition Activity Description	
1a. Development name:	James Quigg Newton Homes - 4407 Mariposa
1b. Development (project) number:	AMP 007
2. Activity type:	Demolition <input checked="" type="checkbox"/> Disposition <input checked="" type="checkbox"/>
3. Application status (select one)	Approved <input type="checkbox"/> Submitted, pending approval <input type="checkbox"/> Disposition pending Planned application <input checked="" type="checkbox"/>
4. Date application approved, submitted, or planned for submission:	30/06/28
5. Number of units affected:	380
6. Coverage of action (select one)	<input type="checkbox"/> Part of the development (single sites) <input checked="" type="checkbox"/> Total development
7. Timeline for activity:	a. Actual or projected start date of activity: 31/01/28 b. Projected end date of activity: 30/09/33

Demolition/Disposition Activity Description	
1a. Development name:	North Lincoln Park Homes (NLP) and Columbine Homes (CH)
1b. Development (project) number:	AMP 553 and AMP 005
2. Activity type:	Demolition <input type="checkbox"/> Disposition <input checked="" type="checkbox"/>
3. Application status (select one)	Approved <input type="checkbox"/> Submitted, pending approval <input type="checkbox"/> Disposition pending Planned application <input checked="" type="checkbox"/>
4. Date application approved, submitted, or planned for submission :	North Lincoln Park: 30/06/31 and Columbine Homes: 30/06/37
5. Number of units affected:	NLP – 206 units and CH – 200 units
6. Coverage of action (select one)	<input type="checkbox"/> Part of the development (single sites) <input checked="" type="checkbox"/> Total development
7. Timeline for activity:	a. Actual or projected start date of activity: NLP - 30/09/31 & CH - 30/09/37 b. Projected end date of activity: NLP - 30/09/36 & CH - 30/09/42

D. Asset Repositioning of Public Housing

DHA manages a portfolio of 2,967 public housing units. The public housing units are a mix of row-type, high-rise, single family, duplex, triplex, four-plex, and multi-plex units located throughout the City and County of Denver’s jurisdictional boundaries. DHA intends to conduct a detailed conversion assessment in accordance with HUD regulations to explore the voluntary



DHA Staff Members Dottie Smith & Angela Fletcher

conversion of the public housing units in whole or at select developments. The assessment will be conducted within the following parameters.

1. Evaluate aging, obsolete and underperforming assets and develop long-range capital and financing plans.
2. Develop goals and recommendations on demolition, disposition, or voluntary conversion of public housing properties.
3. Evaluate the benefits of the conversion of Public Housing to Project-Based Assistance under Rental Assistance Demonstration (RAD), Section 18 Disposition, Choice Neighborhood Initiatives (CNI) and other potential HUD programs/options.

If the assessments are favorable, DHA will prepare a conversion plan in accordance with all applicable HUD regulations and PIH Notices.

E. Homeownership and Self Sufficiency



ATW Graduate

The Denver Housing Authority's Resident and Community Connections Department (RCC) offers programs to housing authority residents that encourage and promote self-sufficiency and upward mobility. The programs, Home Ownership, Homebuyer's Club, First Time Homebuyer Education, Family Self Sufficiency Program (FSS), and Academies to Work (DHA's Education and Employment program) strive to provide resources to residents to empower them to become self-sufficient. These efforts

culminate, in many situations, with increased income and employability through industry recognized certifications, improved credit scores, decreased debt, and in some cases, home ownership. As a HUD Approved Counseling Agency, DHA provides homeownership counseling, foreclosure prevention, and financial fitness and homeownership education to the public.

F. Project-Based Vouchers

DHA will operate a PBV program using up to 20% of its Voucher program budget authority. At least annually, DHA will determine the number of vouchers needed for the PBV program and reduce or discontinue the issuance of new tenant-based vouchers so that the necessary PBV assistance is made available through attrition.

G. Interior Modernization Program

As outlined in the Capital Fund 5-Year Plan, DHA is pursuing a Capital Fund interior modernization program for its dispersed housing units. Based on Physical Needs Assessments, a large percentage of the dispersed units will require both exterior and interior improvements over the next 10 years. The goal of the dispersed modernization program is to bring the units up to a 20-year life cycle, increase energy efficiency and make the units more marketable. The modernization program can be broken out into two scopes of work, interior and exterior. The exterior improvements (roofing, windows, siding, site work...)

will be completed while the units remain occupied in a sequential manner. The interior improvements (removal and replacement of cabinetry, countertops, sinks, interior doors, water heaters, tubs, flooring, toilets and appliances) are more costly and time consuming to perform in occupied units. Therefore, DHA will initiate an Interior Modernization Program. Under the program, all required interior modernization work will be performed in vacant



Modernized Dispersed Unit

units over the next ten years under the supervision of the DHA Portfolio Manager and Site Managers. The program is intended to increase the efficiency of the modernization work while eliminating the need for tenant relocation. Implementation of the program will follow all 24 CFR 905-Capital Fund, 2 CFR 200-Procurement, and 24 CFR 58-Environmental Review regulations.

H. Available ACC Units

The Denver Housing Authority will continuously explore options for increasing its portfolio of ACC eligible public housing units either through acquisition or development to the current Faircloth limit of 4,092 units (4,106 base line less 14 converted through RAD) outlined under Section 9(g)(3)(A) of the Housing Act of 1937. Each option will be evaluated against both the short-term and long-term goals of the Housing Authority, available funding sources and HUD regulations. All projects receiving approval from Housing Authority staff to move forward will be vetted through the proper interest groups including, but not limited to, the City and County of Denver, HUD, RCB and LRC.

Four pending public housing acquisitions and conversions under consideration are as follows:

1. Triangolo Hall – Former Johnson & Wales University dormitory building containing 33 1- and 2-bedroom residential units and one common area. With limited capital needs, DHA feels this building provides an opportunity for a minor renovation and conversion to DHA public housing.
2. Gaebe Hall – Former Johnson & Wales University dormitory building containing 39 1- and 2-bedroom units configured as jack-and-jill style apartments. The capital needs for Gaebe Hall are more significant than those for Triangolo Hall, so DHA feels this building is a better candidate for a renovation financed with LIHTC to facilitate a conversion to DHA public housing.
3. 2617 West Holden Place- Current Sun Valley commercial property earmarked for acquisition and development consisting of approximately 25,000 square feet of land area.
4. Conversion of Thomas Bean Tower-DHA is exploring options for converting 29 voucher-subsidized units back to public housing and converting community space into five additional public housing units for a total of 34 public housing units.



Mosaic Community Campus

I. Financing and Debt Defeasance

DHA will explore options for the refinance and/or defeasance of existing public housing related debt including, but not limited to, the use of Capital Fund annual allocations and excess operating reserves. DHA is currently exploring the refinancing or defeasance of the current Capital Fund Debt Service Bond Payment schedule. DHA will consult with legal counsel and, if favorable, submit a formal request to HUD to accelerate the current debt schedule and retire the existing balance utilizing awarded Capital Funds under the 2022 or 2023 grant.

- LOCCS Reference: 5559735-2
- Type of Debt: Bond
- Last scheduled payment 10/27/27 under 2026 Capital Fund Grant
- Balance 07/01/23: \$2,711,120
- Partial Defeasance 12/29/11

J. HUD Choice Neighborhoods Community Revitalization

DHA Delivers for Denver (D3)

In 2018, DHA and the City and County of Denver (“City”) entered into an Intergovernmental Agreement (“IGA”) to accelerate the affordable and permanent supportive housing (“PSH”) development and preservation pipelines in Denver. Under the IGA, the City will annually appropriate property tax revenue from its Affordable Housing Fund (“AHF”), approximately \$7.5 million per year, for 20 years to increase affordable and PSH options. With the AHF revenue source in place, DHA issued bonds amounting to \$129,810,000 in October 2019. DHA is using the bond revenues to develop 1,303 units of housing approximately 85% of which will be affordable to households earning 80% or less of Area Median Income (AMI). Additionally, buildings and land will be acquired to create PSH units through partnerships with selected PSH development partners.



Sun Valley Thrive

DHA currently has several projects in various stages of development. Two properties, 655 Broadway and Studebaker Lofts have been paired in a redevelopment project. The Broadway property is former office building on the Denver Health hospital campus. Upon completion it will contain 110 residential units including 14 for transitional housing for discharged patients. The redevelopment of the Studebaker Lofts preserves 33 units of workforce housing in downtown Denver and was completed I 2022.

Abatement for 655 Broadway began late in 2020 and major construction will be complete in third quarter 2023. Westridge Homes is a 200+ unit property near the Knox St. light-rail station. Master planning is complete and pre-development for Phase One is underway to add 143 units through demolition and new construction.

Sun Valley Revitalization In 2013, DHA was awarded a Choice Neighborhoods Initiative (CNI) planning grant of \$500,000 for our Sun Valley property. Sun Valley is a 333-unit property that was built in the 1950s. This 33-acre site is one of the oldest housing sites in DHA's portfolio. The CNI grant provided funding to create a master plan for a mixed-income, higher density rental and homeownership community with active mixed-use commercial space. This plan was in line with the Decatur-Federal Station Area Plan which guides future growth near the light rail station which is minutes from the property. DHA was also awarded a CNI Implementation grant for \$30 million in December 2016 which has been leveraged to redevelop the neighborhood. The first phase of 18 units was completed in 2021 with 95 apartments at Gateway North and 92 units at Gateway South. Gateway South also includes 1,800 sqft of commercial space known as Decatur Fresh, a DHA owned and operated market. The 264 unit Phase II of redevelopment includes 129 units at GreenHaus and 135 units at Thrive. Construction was completed February 2023 for both projects which are currently in lease-up. Phase III includes 169 units at Sol, 132 units at Joli, and 212 units at Flo. Construction for Sol and Joli is underway and Flo will commence in August 2023.



Sun Valley Redevelopment

K. West Denver Renaissance Collaborative

DHA will be consolidating the work of the West Denver Renaissance Collaborative (WDRC) into a new Planning and Data department. This department will build upon the WDRC initiative to help DHA plan, partner, and invest in the health and stability of the neighborhoods our residents call home. One area of new work will be increasing DHA's ability to prepare spatial analysis (mapping) critical to the management of DHA's properties, redevelopment planning, and understanding the growing need for affordable housing.

L. Designated Housing Plan

Currently DHA has an approved Designated Housing Plan for the Barney Ford, Walsh Manor and North Lincoln Mid-Rise developments. When the current plan expires, DHA will

resubmit to HUD for an extension. In addition, DHA will continue to seek Designated Housing Plans for public housing projects for occupancy for elderly family and non-elderly persons with disabilities, or mixed population development(s) as necessary to address the increasing need as changing demographics with growing aging population and non-elderly persons with disabilities.

M. City and County of Denver Affordable Housing Fund

The City and County of Denver (City) proposed a framework to double the Affordable Housing Fund annually. The proposal also expands the City’s ability to deliver on additional areas of housing needs identified in the Denver five-year Housing plan and included partnering with DHA. The framework:

- Appropriates property tax revenues from the Affordable Housing Fund to DHA annually for a twenty-year period to support bond issuance to generate an estimated \$129.8 million for affordable housing (D3).
- Backfilling the property tax revenue in the Affordable Housing Fund by increasing the city’s special marijuana sales tax by 2 percent to 5.5 percent, generating an estimated \$8 million per year.
- Contributing an additional yearly \$7 million from the General Fund to the Affordable Housing Fund starting in 2019.
- Removing the 2026 sunset on the Affordable Housing Fund to support housing needs well into the future.
- Directing about half of the newly doubled Affordable Housing Fund to support residents most burdened by housing costs (0-30% AMI and those experiencing homelessness) and allocates the other half to fulfill other priorities within the 5-year plan.

Project	Status	Units
Sun Valley		
Gateway North	Complete	95
Gateway South	Complete	92
Thrive	In Lease Up	135
GreenHaus	In Lease Up	129
Sol	Under Construction	169
Joli	Under Construction	132
Flo	August 2023 Construction Start	212
655 Broadway	Q4 2023 Construction Completion	110
Studebaker Lofts	Complete	33
Shoshone	Complete	53
Westridge	Pre-Development	143
TOTAL		1,303

The City and DHA entered into an Intergovernmental Agreement (“IGA”) whereby the City provides 20 years of property tax revenues dedicated to affordable housing allowing DHA to

issue \$129.8 million in bonds. The bond proceeds will be used by DHA to meet the commitments under the IGA as outlined below:

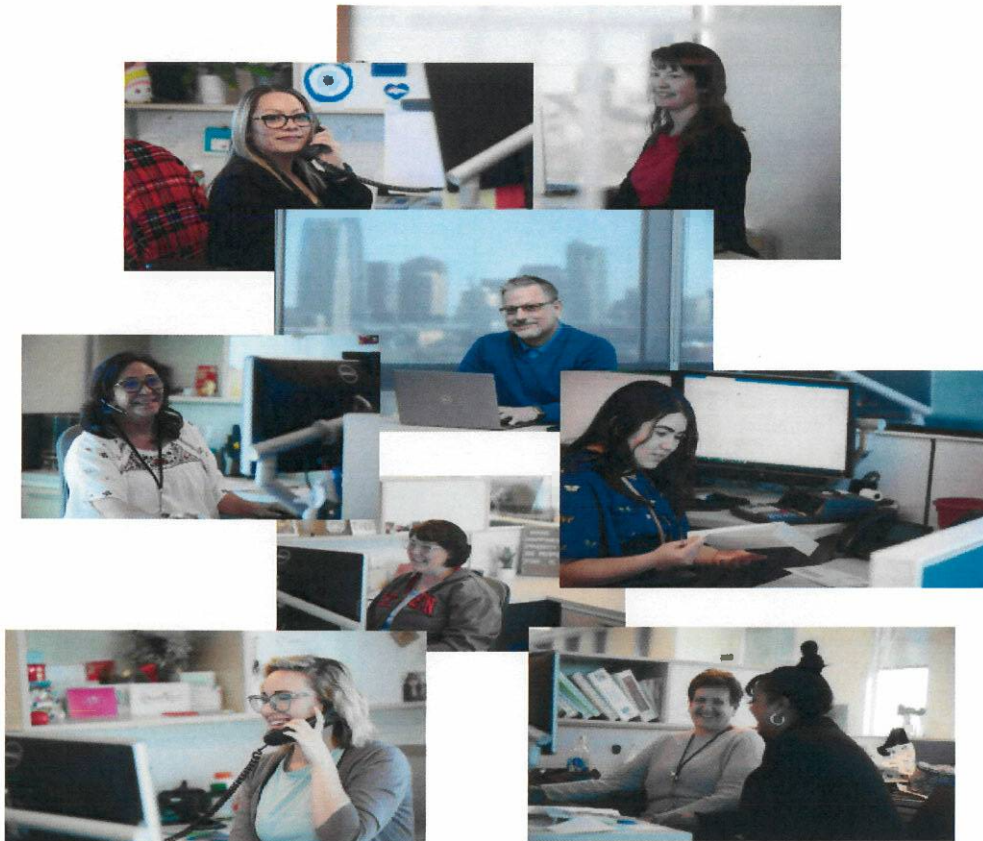
1 - Directing about half of the DHA bond proceeds to go towards building at least 1,303 new multifamily units managed by DHA approximately 85% of which will be affordable to households at 80% AMI or below. The other half will be utilized for the PSH land and property acquisition fund.

2 - Focusing the PHS land and property acquisition fund on securing small, geographically diverse sites across the city to create a pipeline for future projects that will develop 1,200 units including 600 serving very low-income and special needs residents and individuals experiencing homelessness. As part of this partnership, DHA has committed 300 project-based vouchers to support this effort.

3 - DHA, the City's Department of Housing Stability (HOST), Colorado Division of Housing and the Colorado Housing and Finance Authority will collaborate as an advisory group to inform specific site acquisitions and partners for vertical development.

N. Environmental Testing

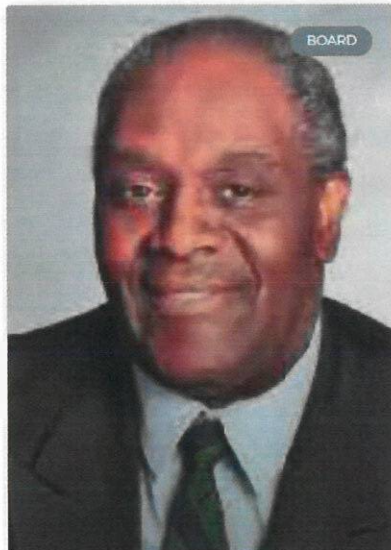
DHA will continue to conduct environmental testing and abatement/mitigation at our public housing properties on an ongoing basis. Environmental testing will include, but not be limited to, lead based paint, asbestos, radon and mold. All testing and abatement/mitigation services will be performed by licensed contractors.



Attachment 3. DHA Mission and Goals Progress Report

The Denver Housing Authority Board of Commissioners are appointed by the Mayor of the City and County of Denver.

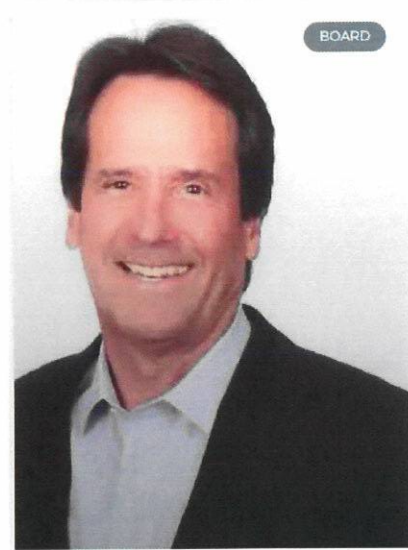
<u>NAME</u>	<u>BOARD TITLE</u>	<u>MOST RECENT TERM</u>
Grace Buckley	Chair	August 06, 2019 – July 20, 2024
Sergio Ferrufino	Vice Chair	June 16, 2021 – July 20, 2026
Bruce Alexander	Commissioner	August 06, 2019- July 20, 2024
Melinda Pollack	Treasurer	June 16, 2021 – July 20, 2026
Judge Federico Alvarez	Commissioner	September 07, 2022 – July 20, 2025
Craig Allen	Commissioner	August 06, 2019 – July 20, 2024
Maria Sepulveda	Commissioner	August 06, 2021 – July 20, 2026
Charles Gilford III	Commissioner	August 10, 2022 – July 20, 2027
Dr. Jaime Rife	Commissioner	August 10, 2022 – July 20, 2027



Craig Allen



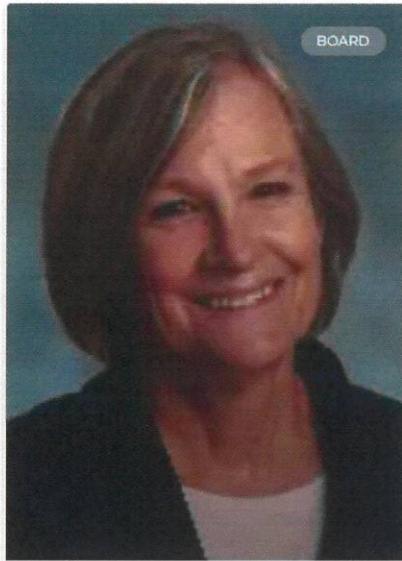
Sergio Ferrufino



Bruce Alexander



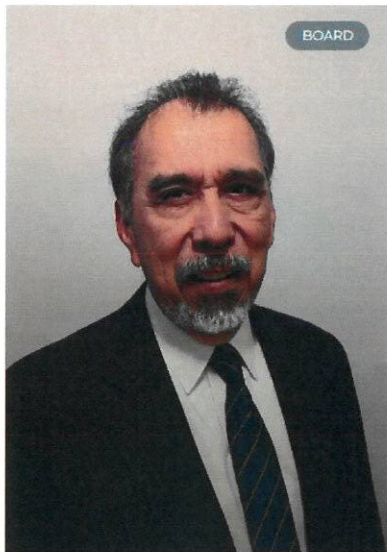
Melinda Pollack



Grace Buckley



María Sepúlveda



Federico C. Alvarez



Dr. Jamie Rife



Charles Gifford III

DHA EXECUTIVE TEAM

Led by the DHA's Executive Director and supported by a team of talented and experienced experts, the Executive Team brings a disciplined and knowledgeable approach to DHA's housing development, management, and programming.

The Executive Team was instrumental in the Strategic Planning process, taking the goals identified by Board members and DHA staff, and refining them into strategies and detailed actions to be accomplished in the coming five years.



David Nislovacia
Executive Director



Joshua Crawley
Agency Counsel



Nichole Ford
Chief Financial Officer



Erin Clark
Chief Real Estate
Investment Office

INTRODUCTION | ABOUT DHA

RESIDENT COUNCIL BOARD

The Resident Council Board (RCB) is a city-wide resident organization, made up of representatives from each Local Resident Council (LRC). The RCB meets every other month to discuss resident issues and to assist DHA in the development of its policies and programs. The RCB provides an annual leadership conference.



WHERE WE ARE GOING | OVERVIEW

DHA's Strategic Plan contains five goals, driven by our dedication to our Mission and ambitions for the future. Each goal connects to a list of strategies and specific actions.

Our 2022—2027 Strategic Plan contains 35 Strategies, which connect to each Goal in greater detail, and 127 specific Actions that DHA staff will complete in the next five years to realize the Goals and further DHA's mission.

OUR MISSION

DHA develops and provides high-quality, affordable housing with responsive services, enabling people and communities to thrive.

2022—2027 Strategic Plan Goals

1. Preserve and expand affordable housing by balancing innovation with risks, prioritizing resources, and being responsive and equitable.
2. Build and maintain housing that meets the needs of households of all sizes and backgrounds.
3. Collect, monitor, and communicate agency outputs and outcomes and make data-driven decisions to support continuous improvement.
4. Ensure DHA residents and participants can successfully access and benefit from opportunities and services that address the diverse needs and goals of each household.
5. Develop an ecosystem to strengthen holistic and sustainable services and financial support through collaboration with community partners at property and neighborhood scale.

GOALS | RISK AND RESOURCES

Goal 1: Preserve and expand affordable housing by balancing *innovation* with risks, prioritizing resources, and being responsive and *equitable*.

STRATEGIES

1

Preserve, invest in, leverage, and integrate community needs and assets when developing properties.

2

Incorporate innovations in construction materials, techniques, and design in new and existing properties.

3

Plan for successful, long-term sustainable operations and services in new and existing developments.

4

Plan future development by assessing DHA's ability to leverage its financial assets and property portfolio, informed by broader market data.

5

Seek new opportunities, funding streams, and resources to support affordable housing.

6

Create a Capital Improvement Plan for existing properties based on identifying and prioritizing immediate capital needs and longer-term resilience and sustainability.

GOALS | AFFORDABLE HOUSING

Goal 2: *Build and maintain housing that meets the needs of households of all sizes and backgrounds.*

STRATEGIES

1

Use quantitative data to identify needs and inform decisions on property portfolio.

2

Use data on neighborhood and resident needs to inform the design and development of properties and related amenities and services.

3

Understand needs of people who are homeless and how DHA can help address their needs and backgrounds.

4

Meet the needs of people living in DHA properties through design and programming.

Goal 3: Collect, monitor, and **communicate** agency outputs and outcomes and make data-driven decisions to support **continuous improvement**.

STRATEGIES

- 1** Create system to centralize and analyze internal and external data.
- 2** Benchmark DHA performance and financial metrics to peer entities.
- 3** Measure and monitor DHA's program metrics, especially quality of life indicators, for continuous improvement.
- 4** Measure and monitor DHA's Diversity, Equity, and Inclusion (DEI) metrics for continuous improvement.
- 5** Measure and monitor DHA's Environmental, Social, and Governance (ESG) metrics for continuous improvement.
- 6** Obtain feedback from employees on improving DHA's workplace.
- 7** Assess the systems and technology used by DHA staff and clients for improvement and streamlining.
- 8** Develop focused external communications that highlight DHA's successes in alignment with its brand.

GOALS | PEOPLE

Goal 4: Ensure DHA residents and participants can successfully access and benefit from **opportunities** and services that address the **diverse needs** and goals of each household.

STRATEGIES

- 1** *Increase upward socioeconomic mobility of residents and participants through the development of opportunities for job creation, skill*
- 2** *Develop and expand supportive services for elderly and disabled residents and participants.*
- 3** *Develop and expand supportive services for youth and families for residents and participants.*
- 4** *Provide education, financial, and legal counseling resulting in increased financial stability and wealth building for residents and participants.*
- 5** *Develop and expand resources and services to HCV participants and low-income residents.*
- 6** *Inform property design with the needs of programming and supportive services.*
- 7** *Develop and expand fundraising and philanthropy to benefit resident services and successful outcomes.*
- 8** *Develop and invest in technology resources for residents and participants.*

GOALS | COMMUNITY PARTNERSHIPS

Goal 5: Develop an ecosystem to strengthen holistic and sustainable services and financial support through collaboration with community partners at property and neighborhood scale.

STRATEGIES

- 1 Identify alternative revenue sources to support programs through innovative funding structures.
- 2 Evaluate and expand partnership-driven programs from site-level to neighborhood scale, where relevant and possible.
- 3 Develop programs that are self-sustaining in their finances, personnel, and organizational strength.
- 4 Improve the health of residents by providing preventative and holistic care through partnerships and conscientious development.
- 5 Evaluate needs and gaps in service provision to establish new partnerships.
- 6 Leverage DHA's community and office spaces as a site for partners to operate.
- 7 Expand existing and develop new partnerships with anchor institutions in Denver.
- 8 Invest in digital inclusion and infrastructure resources for residents internally and through external partnerships.
- 9 Share information and resources with outside partners to improve collaboration and outcomes.

HOW WE WILL GET THERE | IMPLEMENTATION

The Plan will be carried out over the next five years, with oversight from DHA's Board. Implementation of the Plan's strategies will be managed by DHA employees, with lead and supporting roles assigned to each Action, as well as timelines and metrics.

DHA's Executive Team will ensure accountability throughout the implementation process, assessing progress-to-goal via all-staff meetings, regular project team check-ins, and data tracking and reporting.



Mariposa Phase4 Interactive Playground and Urban Garden

HOW WE WILL GET THERE | GET INVOLVED

The Plan is more than a report – it is a living, breathing document that needs your support. Help us reach our goals and make Denver a better home for all.

STAY INFORMED AND GET INVOLVED! | DENVERHOUSING.ORG



FUNDERS
Executive Department



RESIDENTS & PARTICIPANTS
Housing Management Division/
Housing Choice Voucher / Section 8



NONPROFIT PARTNERS
Resident Community Services/
Community Connections



GOVERNMENT AGENCIES
Communications and Public
Affairs Department



LANDLORDS
Housing Choice Voucher /
Section 8



VENDORS
Procurement Department



Greenhaus Under Construction in Sun Valley

Attachment 4. Supporting Documentation

Form 50077-ST-HCV-HP Certification of Compliance with PHA Plans and Related Regulations

Form 5077-CR Civil Rights Certification

Form 50070-Certification for a Drug-Free Workplace

Form 50071-Certification of Payments to Influence Federal Transactions

RCB Resolution in support of DHA 2024 Agency Plan

Form HUD 50077-SL Certification by State or Local Officials of PHA Plans Consistency with the Consolidated Plan

DHA Resolution approving 2024 Agency Plan for Submission to HUD

Public Notice



DHA Employees Rick Stollsteimer and Annie Hancock at Decatur Fresh

Attachment 5. Capital Fund Grants

HUD 50075.1 Annual Statement

HUD 50075.2 Five Year Action Plan



Part I: Summary		Grant Type and Number: 2024 Capital Fund Grant	Replacement Housing Factor Grant No:	FFY of Grant: 2024
PHA Name:		Capital Fund Program No: C006P00150124		Prepared: July, 2023
City and County of Denver		Date of CFFP:		
Type of Grant	Original Annual Statement	Reserved for Disasters/Emergencies	Revised Annual Statement (revision no:)	
	Performance and Evaluation Report for Period Ending:	Final Performance and Evaluation Report		
Line	Summary by Development Account	Total Estimated Cost	Revised	Total Actual Cost
		Original		Obligated
				Expended
	Debt Service-Securitization	\$599,050	\$0	\$0
1	Total non-CFP Funds			
2	1406 Operation	\$700,000	\$0	\$0
3	1408 Management Improvements Soft Costs	\$0	\$0	\$0
	Management Improvements Hard Costs	\$120,000	\$0	\$0
4	1410 Administration	\$1,000,000	\$0	\$0
5	1411 Audit			
6	1415 Liquidated Damages			
7	1430 Fees and Costs	\$110,000	\$0	\$0
8	1440 Site Acquisition			
9	1450 Site Improvements			
10	1460 Dwelling Structures	\$5,600,000	\$0	\$0
11	1465.1 Dwelling Equipment			
12	1470 Nondwelling Structures			
13	1475 Nondwelling Equipment			
14	1485 Demolition	\$450,000		
15	1490 Replacement Reserve	\$0	\$0	\$0
16	1492 Moving to Work Demonstration			
17	1495.1 Relocation Costs	\$275,000	\$0	\$0
18	1499 Development Activities	\$1,145,950		
19	1502 Contingency	\$0	\$0	\$0
	Amount of Annual Grant	\$10,000,000	\$0	\$0
	Amount Related to LBP Activities			
	Amount Related to S04 Compliance			
	Amount Related to Security-Soft Costs			
	Amount Related to Security-Hard Costs			
	Amount Related to Energy Conservation			
	Collateralization Expenses or Debt Service	\$599,050		

Part II: Supporting Pages		Grant Type and Number: 2024 Capital Fund			Federal FY of Grant: 2024	
PHA Name:		Capital Fund Grant No: C001P00150124			Prepared: July, 2023	
Housing Authority of the City and County of Denver		Replacement Housing Factor Grant No:			CFFP (Yes):	
Development Number Name/PHA Activities	General Description of Major Work Categories	Development Account No.	Quantity # of Units	Total Estimated Cost	Total Actual Cost	Status of Work
AMP 014 Walsh Manor	Dwelling Structures Building Modernization: Scope of Work based on PNA scheduled to be completed 2023	1460	50	\$5,000,000		
Walsh Manor	Total Dwelling Structures			\$5,000,000	\$0	
	Subtotal			\$5,000,000	\$0	
AMP 050 Dispersed East	Dwelling Structures Interior Modernization, Site Work, Finishes Doors & Windows, Life Safely CO, Furnace & H2O Heater Replacement, Moisture Protection, MEP	1460	100	\$200,000		
East	Total Dwelling Structures			\$200,000	\$0	
	Subtotal			\$200,000	\$0	
AMP051 Dispersed West	Dwelling Structures Interior Modernization, Site Work, Finishes Doors & Windows, Life Safely CO, Furnace & H2O Heater Replacement, Moisture Protection, MEP	1460	100	\$200,000		
West	Total Dwelling Structures			\$200,000	\$0	
	Subtotal			\$200,000	\$0	
AMP070 Dispersed	Dwelling Structures Interior Modernization, Site Work, Finishes Doors & Windows, Life Safely CO, Furnace & H2O Heater Replacement, Moisture Protection, MEP	1460	100	\$200,000		
South	Total Dwelling Structures			\$200,000	\$0	
	Subtotal			\$200,000	\$0	
1408 Hard Costs	MIP Activities Network Upgrades	1408		\$120,000		
MIP Hard Cost	Subtotal			\$120,000	\$0	
Administration 1410	Administrative Fee per Asset Management Regulations	1410		\$1,000,000		
1410	Subtotal			\$1,000,000	\$0	

Part II: Supporting Pages

PHA Name: Housing Authority of the City and County of Denver		Grant Type and Number: 2024 Capital Fund Capital Fund Grant No: C001P00150124 Replacement Housing Factor Grant No:			Federal FY of Grant: 2024 Prepared: July, 2023	
Development Number Name/PHA Activities	General Description of Major Work Categories	Development Account No.	Quantity # of Units	Total Estimated Cost	Total Actual Cost	Status of Work
Fees and Costs 1430	A&E Services Project Management Environmental Testing	1430		\$75,000 \$35,000 \$110,000	\$0	
1430	Subtotal			\$110,000	\$0	
Operations 1406	Operations	1406		\$700,000		
Operations	Subtotal			\$700,000	\$0	
Demolition 1485	Westridge Homes hazardous material abatement and demolition	1485		\$450,000		
Demolition	Subtotal			\$450,000	\$0	
Relocation Activity 1495.1	Relocation Services Walsh Annex AMP-564 Westridge Homes AMP 006	1495		\$75,000 \$200,000		
Relocation	Subtotal			\$275,000	\$0	
Development 1499	Acquisition/Development of ACC units and properties			\$1,145,950		
Development	Subtotal			\$1,145,950	\$0	
Debt Service 9001	Debt Service Payments from Securitization			\$599,050		
Debt Service	Subtotal			\$599,050	\$0	
2024 Capital Fund Total				\$10,000,000	\$0	\$0

Part III: Implementation Schedule

PHA Name: The Housing Authority of the City and County of Denver
Federal FY of Grant: 2024
Prepared: July, 2023

Development Number Name/HA-Wide Activities	All Fund Obligated (Quarter Ending Date)		All Fund Expended (Quarter Ending Date)		Reasons for Revised Target Dates
	Original Obligation End Date 6/1/2026	Actual Obligation End Date	Original Expenditure End Date 6/1/2028	Actual Expenditure End Date	
1406 Operations	June 2026		June 2028		
1408 MIP	June 2026		June 2028		
1410 Administration	June 2026		June 2028		
1495 Relocation	June 2026		June 2028		
1430 A&E	June 2026		June 2028		
1485 Demolition	June 2026		June 2028		
9005 Debt Services	June 2026		June 2028		
CO06P001006 Columbine Homes	June 2026		June 2028		
CO06P00114 Walsh Manor	June 2026		June 2028		
CO06P001050 Dispersed East	June 2026		June 2028		
CO06P001051 Dispersed West	June 2026		June 2028		
CO06P001070 Dispersed South	June 2026		June 2028		

Capital Fund Program-Five Year Action Plan

U.S. Department of Housing and Urban Development
Office of Public and Indian Housing
OMB No. 2577-0157
Expires 03/31/3030

Part I: Summary

Development Name/HA-Wide	Year One	Work Statement Year 2		Work Statement Year 3		Work Statement Year 4		Work Statement Year 5	
		FFY Grant: 2025 PHA FY: 2025	Est. Cost	FFY Grant: 2026 PHA FY: 2026	Est. Cost	FFY Grant: 2027 PHA FY: 2027	Est. Cost	FFY Grant: 2028 PHA FY: 2028	Est. Cost
1480 Physical Improvements		Capital Activity	\$6,280,000	Capital Activity	\$5,630,950	Capital Activity	\$7,630,950	Capital Activity	\$7,580,950
1406 Operations		Operations	\$700,000	Operations	\$700,000	Operations	\$700,000	Operations	\$700,000
1408 Management Improvements		MIP	\$120,000	MIP	\$120,000	MIP	\$120,000	MIP	\$120,000
1410 Administration		Salaries of Modernization Staff, Admin, Clerks	\$950,000	Salaries of Modernization Staff, Admin, Clerks	\$950,000	Salaries of Modernization Staff, Admin, Clerks	\$950,000	Salaries of Modernization Staff, Admin, Clerks	\$1,000,000
1485 Demolition									
1499 Development		Acc Units	\$1,350,950	Acc Units	\$2,000,000	Acc Units	\$0	Acc Units	\$0
9001 Bond Debt Obligation Securitization		Annual Debt Service	\$599,050	Annual Debt Service	\$599,050	Annual Debt Service	\$599,050	Annual Debt Service	\$599,050
Capital Fund Total			\$10,000,000		\$10,000,000		\$10,000,000		\$10,000,000

Part II Capital Fund Program-Five Year Action Plan

U.S. Department of Housing and Urban Development
Office of Public and Indian Housing
OMB No. 2577-0157
Expires 03/31/2020

Part II: Supporting Pages

Development Name/HA-Wide	Work Statement Year 2		Work Statement Year 3		Work Statement Year 4		Work Statement Year 5	
	Year One	FFY Grant: 2025 PHA FY: 2025	FFY Grant: 2026 PHA FY: 2026	FFY Grant: 2027 PHA FY: 2027	FFY Grant: 2028 PHA FY: 2028	Est. Cost	Est. Cost	Est. Cost
AMP 006 Westridge	Planned Redevelopment	Planned Redevelopment	Planned Redevelopment	Planned Redevelopment	Planned Redevelopment			
AMP 007 Quigg Newton	Planned Redevelopment	Planned Redevelopment		Planned Redevelopment	Planned Redevelopment			
AMP 015/562 Hirschfeld				Building Modernization: Scope of work based on PNA scheduled to be completed 2026. Year 1-Estimated \$64,000 per unit.	Building Modernization: Scope of work based on PNA scheduled to be completed 2026. Year 1-Estimated \$64,000 per unit.	\$6,000,000	\$6,000,000	\$7,405,950
AMP 017/563 Mulroy Apartments		Building Modernization: Scope of work based on PNA scheduled to be completed 2024. Estimated \$80,000 per unit.				\$4,000,000		
AMP 021/564 Walsh Annex		Building Modernization: Scope of work based on PNA scheduled to be completed 2023. Estimated \$100,000 per unit.						
AMP 050 Dispersed East		Interior Modernization, Site Work, Finishes Doors & Windows, Life Safely CO, Furnace & H2O Heater Replacement, Moisture Protection, MEP	Interior Modernization, Site Work, Finishes Doors & Windows, Life Safely CO, Furnace & H2O Heater Replacement, Moisture Protection, MEP	Interior Modernization, Site Work, Finishes Doors & Windows, Life Safely CO, Furnace & H2O Heater Replacement, Moisture Protection, MEP	Interior Modernization, Site Work, Finishes Doors & Windows, Life Safely CO, Furnace & H2O Heater Replacement, Moisture Protection, MEP	\$200,000	\$200,000	
AMP 051 Dispersed West		Interior Modernization, Site Work, Finishes Doors & Windows, Life Safely CO, Furnace & H2O Heater Replacement, Moisture Protection, MEP	Interior Modernization, Site Work, Finishes Doors & Windows, Life Safely CO, Furnace & H2O Heater Replacement, Moisture Protection, MEP	Interior Modernization, Site Work, Finishes Doors & Windows, Life Safely CO, Furnace & H2O Heater Replacement, Moisture Protection, MEP	Interior Modernization, Site Work, Finishes Doors & Windows, Life Safely CO, Furnace & H2O Heater Replacement, Moisture Protection, MEP	\$200,000	\$200,000	
AMP 070 Dispersed South		Interior Modernization, Site Work, Finishes Doors & Windows, Life Safely CO, Furnace & H2O Heater Replacement, Moisture Protection, MEP	Interior Modernization, Site Work, Finishes Doors & Windows, Life Safely CO, Furnace & H2O Heater Replacement, Moisture Protection, MEP	Interior Modernization, Site Work, Finishes Doors & Windows, Life Safely CO, Furnace & H2O Heater Replacement, Moisture Protection, MEP	Interior Modernization, Site Work, Finishes Doors & Windows, Life Safely CO, Furnace & H2O Heater Replacement, Moisture Protection, MEP	\$200,000	\$600,000	
AMP558 Bean Tower Public Housing								

Part II Capital Fund Program-Five Year Action Plan

U.S. Department of Housing and Urban Development
Office of Public and Indian Housing
OMB No. 2577-0157
Expires 03/31/2020

Part II: Supporting Pages

Development Name/HA-Wide	Year	Work Statement Year 2		Work Statement Year 3		Work Statement Year 4		Work Statement Year 5	
		FFY Grant: 2025 PHA FY: 2025	Est. Cost	FFY Grant: 2026 PHA FY: 2026	Est. Cost	FFY Grant: 2027 PHA FY: 2027	Est. Cost	FFY Grant: 2028 PHA FY: 2028	Est. Cost
1406 Operations		Operations	\$700,000	Operations	\$700,000	Operations	\$700,000	Operations	\$700,000
1408 Hard Costs		Network Upgrades	\$120,000	Network Upgrades	\$120,000	Network Upgrades	\$120,000	Network Upgrades	\$120,000
1410 Administration		Salaries of Modernization Staff, Admin, Clerks	\$950,000	Salaries of Modernization Staff, Admin, Clerks	\$950,000	Salaries of Modernization Staff, Admin, Clerks	\$950,000	Salaries of Modernization Staff, Admin, Clerks	\$1,000,000
Fees & Costs		Project Management Mulroy Design Environmental Testing	\$75,000 \$320,000 \$35,000	Project Management Hirschfeld Design	\$75,000 \$700,000	Project Management Hirschfeld Design	\$75,000 \$500,000	Project Management	\$75,000
1430 Demolition									
1485 Relocation		Westridge Walsh Annex	\$200,000 \$50,000	Westridge Mulroy	\$200,000 \$55,950	Hirschfeld	\$55,950	Hirschfeld	\$100,000
1495 Development		Acquisition/development of ACC eligible units and properties	\$1,350,950	Acquisition/development of ACC eligible units and properties	\$2,000,000				
1499 Debt Service Securitization		Annual Debt Service	\$599,050	Annual Debt Service	\$599,050	Annual Debt Service	\$599,050	Annual Debt Service	\$599,050
Total			\$10,000,000		\$10,000,000		\$10,000,000		\$10,000,000