



# Housing Authority of the County of Salt Lake



## Annual Report 2016-2017



## Mission

*Our mission is to provide and develop quality affordable housing opportunities for individuals and families while promoting self-sufficiency and neighborhood revitalization.*



## Values

1

*We believe that housing is a basic right and a foundation for success in life. All of us benefit when our citizens have a safe place to call home.*

2

*While housing is a foundation, it is not enough to simply have a roof over one's head. We support to the best of our abilities, the lives of our residents with excellent programs for their individual growth and welfare.*

3

*We create communities that are safe and peaceful. Our residents are part of their neighborhood and society as a whole. We are proud of the communities we help create and the housing we build and manage.*

4

*We believe that people should be able to choose the housing that best meets their individual needs, and that those needs evolve and change. We work hard to appreciate and support our residents throughout the evolution of their lives' circumstances.*

5

*We deserve the public's support and confidence for the resources they entrust in our agency. We understand that resources are finite and that our programs and services must be energy efficient, sustainable and economically viable.*

6

*We respect and celebrate the whole person, whether resident or employee. Our work culture responds to individual needs and the benefit of the whole. We are fair. We listen to everyone associated with our efforts.*



# Message from the Chair and Executive Director

It is our pleasure to present the annual report for FY 2016-2017 outlining last year's activities. As we reflect on 2017, we think about our dedicated staff and partners, the challenging environment, and look to future opportunities.

We are grateful for our staff and community partners whose efforts enabled us to provide safe, affordable housing coupled with supportive services to over 4,000 households. Each day our dedicated employees do often difficult work with creativity and compassion. They strive to create communities that our residents can call home. We don't do this work alone; strong partnerships are the foundation for much of our success. Our partnerships are built on trust, respect and the common goal of providing affordable housing. Our report highlights some of the colleagues with whom we've had the opportunity to work and whose passion improves the lives of our residents.

As we write this report, Salt Lake County and much of the nation are facing a severe shortage of affordable housing. There are many reasons for this, from the high cost of land and exclusionary zoning to the simple fact that rental rates costs have increased more than wages. Vacancy rates remain at a low 3%, which makes it very challenging for low-income families to find housing. This challenge is magnified when someone has a barrier such as a large family, poor credit, past eviction or criminal history.

We believe that society as a whole does better when individuals and families have stable, safe and affordable housing. Affordable housing provides not just a place to live; but a stable foundation from which individuals and families can obtain employment, access proper healthcare and nutrition, and increase education. Affordable properties that are well designed, managed and maintained also add to the economic well-being of communities by creating jobs, contributing to the tax base and providing a stable workforce. All of this clearly reinforces the importance of our mission and will provide new opportunities.

Internally, we have used this year to take stock. We are working on a portfolio analysis and comprehensive needs assessment, which will give us important information on how we can best care for and leverage our assets to better serve the community in the future. We have reached out to tenants, staff, and community stakeholders to help us explore rebranding our name to better align with our work, values and strategy. We are excited to share our new name and goals with you next year.

With warm regards,



Jennifer R. Johnston  
Board of Commissioners Chair



Janice Kimball  
Executive Director

## IMPACT

In 2016-2017 the Housing Authority of the County of Salt Lake and its partner Housing Opportunities Inc. provided safe, clean, affordable housing and supportive services to 4,200 households.

# Unit Count

Housing assistance in the form of rental based assistance and physical subsidized housing comprises the bulk of HACSL's budgeted operations. Assistance programs include Section 8 Housing Choice Vouchers, Public Housing in dedicated communities or scattered across the valley, and Permanent Supportive Housing. These forms of financial resources are a lifeline in the community for low, very low, and extremely low-income individuals and families.



The Housing Authority is able to leverage its financial resources through community partnerships and in-kind donated services. Longtime partners include:

- The Asian Association of Utah
- Catholic Community Services
- Department of Child and Family Services
- Department of Workforce Services
- Family Promise
- First Step House
- Fourth Street Clinic
- Housing and Urban Development
- International Rescue Committee
- The Road Home
- Salt Lake City
- Salt Lake Community College
- Salt Lake County
- State of Utah
- University of Utah
- Utah State University
- Valley Behavioral Health
- Vecino Group
- Veterans Administration
- Volunteers of America, Utah

## RENTAL SUBSIDIES

Section 8	2,493
Continuum of Care (Shelter plus Care)	289
Refugee Employment Subsidized Housing	39
Housing Opportunities for People with AIDS	41
Housing Assistance Rental Program	151
Tenant Based Rental Assistance (TBRA)	25
<b>Total Vouchers</b>	<b>3,038</b>

## PHYSICAL UNITS

Public Housing		612
Pleasant Green Villa	Section 811	10
Grace Mary Manor	Tax Credit	84
Kelly Benson Apartments	Tax Credit	59
Villa Charmant	Tax Credit	53
Frontier	Tax Credit	14
Gregson	Tax Credit	16
Bud Bailey Apartment Community	Tax Credit	136
Covewood	Owned Units	98
Westlake	Owned Units	10
Other Owned Units	Owned Units	35
<b>Total Physical Units</b>		<b>1,127</b>

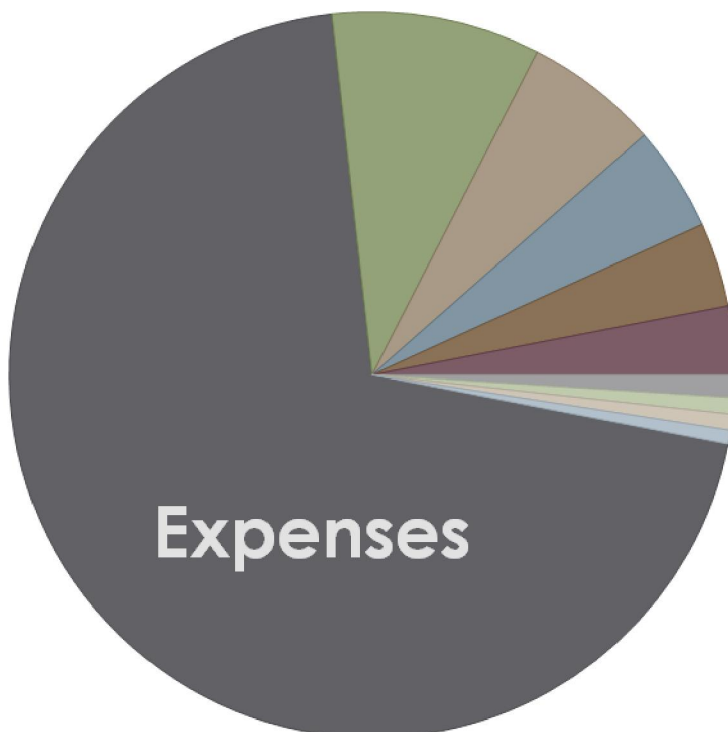
<b>TOTAL AFFORDABLE HOUSING UNITS</b>	<b>4,165</b>
---------------------------------------	--------------

# Statement of Financial Activities

## July 2016-June 2017

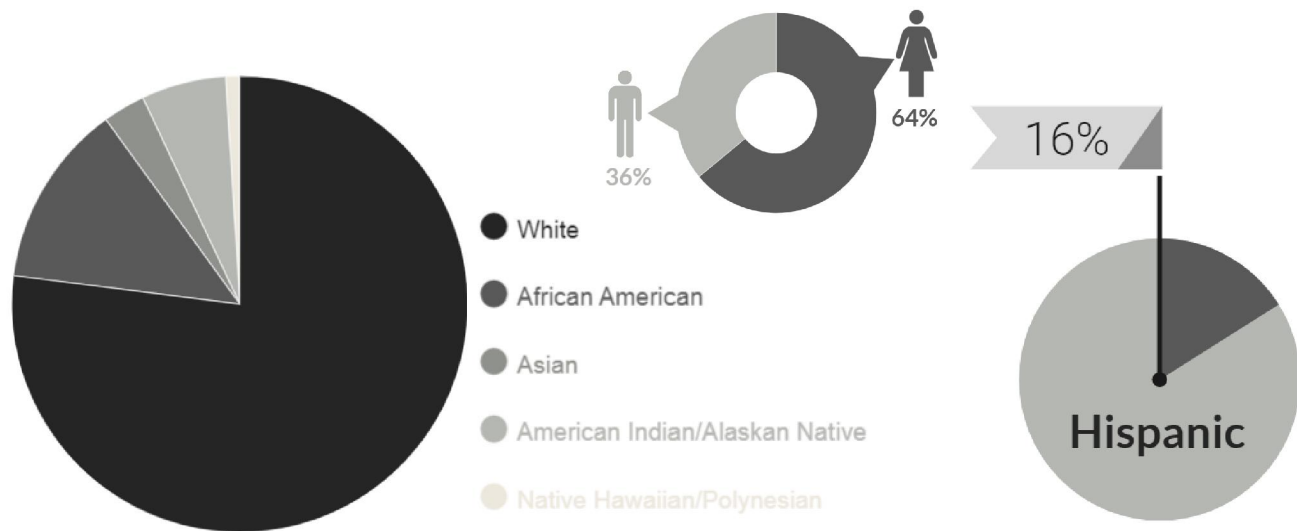
**Net Income: \$156,576**

■ HUD-Housing Choice Vouchers	\$20,720,501	(60%)
■ Tenant Revenue	\$3,095,299	(9%)
■ Other Subsidies-County Funded	\$2,499,349	(7%)
■ HUD-Shelter Plus Care/Cont. of Care	\$2,164,205	(6%)
■ HUD-Public Housing Operating Fund	\$1,634,853	(5%)
■ Other Revenue	\$1,354,661	(4%)
■ HUD-Public Housing Capital Fund	\$937,944	(3%)
■ Other Subsidies-State Funded	\$344,469	(1%)
■ Management Fees Revenue	\$335,439	(1%)
■ HUD-ROSS-Family Self Sufficiency	\$287,732	(1%)
■ Developer's Fees	\$276,803	(1%)
■ Gain/Loss on Sale of Fixed Assets	\$267,187	(1%)
■ Other Subsidies-City Funded	\$217,474	(1%)
<b>Total Revenue</b>	<b>\$34,135,916</b>	



■ Housing Assistance Payments	\$23,546,407	(69%)
■ Direct Program Expenses	\$3,121,736	(9%)
■ Maintenance Expenses	\$2,006,935	(6%)
■ Administrative Expenses	\$1,572,909	(5%)
■ Depreciation Expenses	\$1,261,113	(4%)
■ Tenant Services Expenses	\$1,233,561	(3%)
■ Utilities	\$550,187	(1%)
■ Interest Expenses	\$244,792	(1%)
■ Other Expenses	\$237,035	(1%)
■ Property/Liability Insurance	\$204,665	(1%)
<b>Total Expenses</b>	<b>\$33,979,340</b>	

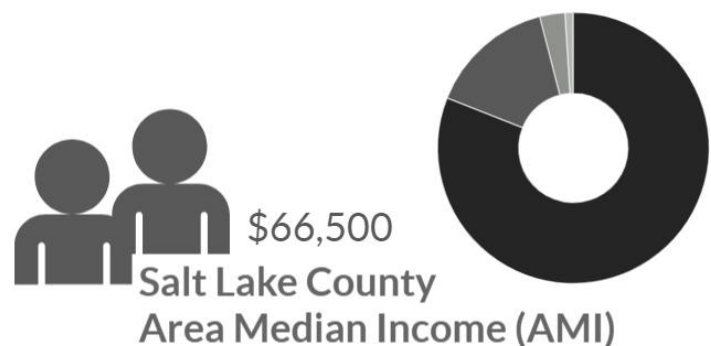
# Resident Demographics



*For some residents, maintaining safe, stable housing where they can age in place is an incredible success. Other residents use rental assistance temporarily while they pursue self-sufficiency, ultimately transitioning off of rental assistance.*

## Household Income

*Our agency provides affordable housing options to serve cost burdened and homeless residents in Salt Lake County. The Average Household Income of families served is \$12,719.*



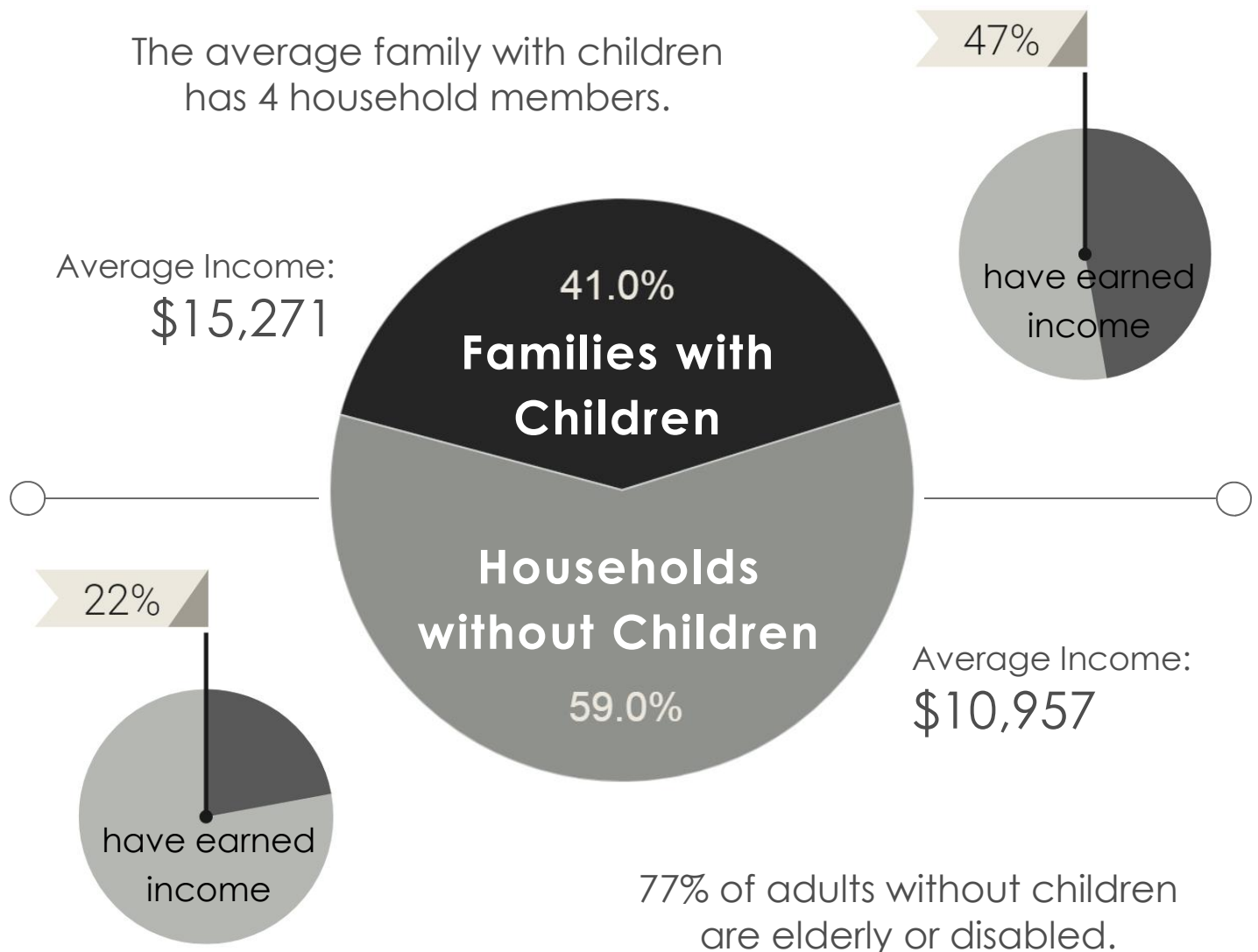
**88% of households have income**

**70% of those households qualify with “extremely low” income**

Low	\$47,250
Very Low	\$33,250
Extremely Low	\$17,750

# Household Composition

41% of households served by our agency are families with children. Nearly half of these families have wages from employment, in addition to income such as Social Security, child support and Temporary Assistance for Needy Families (TANF). We ensure that appropriate housing is available for large families. The Family Unification Program, Bud Bailey Apartment Community, and Public Housing family communities are just a few of the programs through which we serve families with children.



59% of households served by our agency are households with no children living in the home. Nearly all of these households are elderly, disabled, or have a disabling condition. Our agency maintains public housing units for elderly and non-elderly disabled residents, permanent supportive housing for homeless individuals, and manages several supportive housing rental assistance programs to ensure that affordable housing is available to those most in need.



# Highlights

HACSL's owned properties had 13 successful state and investor monitorings with **no major findings**.

The Housing Authority of the County of Salt Lake was designated "**High Performer**" by HUD for effectively managing the Housing Choice Voucher program.

Our County High Rise brought on a Service Coordinator this year. As a result, residents had improved access to services that allow them to age in place. Through a partnership with Senior Charity Care Foundation, residents had access to on-site dental care during Mobile Dental Clinics.

HACSL was awarded **25 new Project Based Vouchers for Veterans** through the VASH program. These Project-based vouchers will provide units in the community set aside for Veterans.

234 Households participated in the Family Self-Sufficiency Program. 17 of those participants completed the 5 year program by achieving all of their self-sufficiency goals. Upon completion, they earned a total of **\$133,216.51** in escrow.

Construction began on HACSL's newest property, Bodhi, in December 2016. Bodhi is a partnership between HACSL and Vecino Group, and is anticipated to **open in January 2018**. Bodhi is an 80 unit, mixed income, transit-oriented community.

During 2016-2017, HACSL's Housing Choice Voucher program maintained **99.6% utilization** of vouchers.





10 Public Housing units were converted to Rental Assistance Demonstration (RAD) Project Based Vouchers (PBV) in December 2016. In 2017, the units will undergo a complete rehabilitation.

Fourth Street Clinic was awarded funding through the Housing and Homeless Prevention Fund to provide **Nurse Care Managers** on-site at Grace Mary Manor. The program will focus on three critical health areas: chronic disease management, triaged care, and medication management.

HACSL celebrated another clean independent audit for 2016-2017. To maintain compliance with HUD regulations and reduce administrative burden, the agency introduced a new electronic payroll system in 2017.

In November, 2016, HACSL was awarded **new Continuum of Care** funds to house 88 previously chronically homeless households and provide three full time case managers.

## Building Communities



The Housing Authority of the County of Salt Lake strives to build strong communities by building and maintaining quality affordable housing and encouraging residents to get to know their neighbors. We believe that strong communities result in neighborhood revitalization, which benefits the entire community.

- This year, 8 units were modernized by HACSL's Modernization Team, with a focus on updating the units and integrating energy efficient appliances.
- Grace Mary Manor residents and the South Salt Lake police and fire departments gather monthly for coffee.
- Teens participating in HACSL's Leadership and Resiliency Program partnered with West Valley City and local artist Roger Whiting to develop a mural in Parkway Park (pictured above).
- Kelly Benson residents organized a donation drive to support The Road Home.

Rental subsidies paid through tenant-based programs in Salt Lake County, such as the Housing Choice Voucher program, strengthen the community. In 2016-2017, property owners received over \$23 million in rental subsidy. The income is then used to pay property taxes and to keep rental properties in safe, healthy conditions.



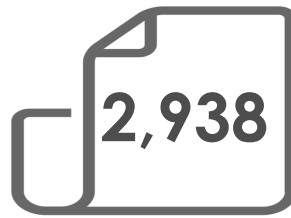
Households had safe, affordable housing as a result of our affordable housing programs



**90%**

Households maintained stable, affordable housing all year

either by maintaining rental assistance or by exiting to another stable housing situation



Vouchers pay a portion of resident's rent each month



**\$23,546,407**

In rent paid to landlords on behalf of tenants

The need for affordable housing in Salt Lake County is far greater than the resources available. With rental vacancy rates as low as 2.6%, Salt Lake County faces an extremely tight rental market. There are only enough affordable housing opportunities to assist 15% of renters, resulting in 49,385 households who are cost burdened, paying over 30% of their income toward rent. Currently, there are 5,361 households on wait lists for our affordable housing programs. That is over 5,000 families who are currently homeless or paying rent that they cannot afford.

We promote self-sufficiency by providing supportive services to families in pursuit of this goal. For each household that exits the program, we are able to assist more families in need of affordable housing.



**185**

Households exited because they were able to pay their rent without assistance



**11**

Households purchased their own home



59 Families participated in early childhood education with one of our certified parent educators.



HACSL provides supportive services that promote healthy development, increase education and employment opportunities, and promote healthy communities. These services ensure that youth living in low-income households have the support necessary to succeed as adults, lifting their generation out of poverty.

## Substance Use Prevention Programming

*"Affordable housing expands opportunities for children. Vouchers enable children to grow up in better neighborhoods and thereby enhance their chances of long-term health and success.*

*Children in families that use housing vouchers to move to better neighborhoods are more likely to attend college, less likely to become single parents, and earn more as adults."*

*-Utah Housing Choice Vouchers Fact Sheet, Center on Budget and Policy Priorities*

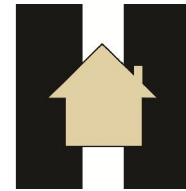


376

Youth living in HACSL-owned properties participated in afterschool substance-use prevention programming.







**HOUSING  
AUTHORITY**  
OF THE COUNTY  
OF SALT LAKE

3595 S Main Street  
Salt Lake City, UT  
84115

Phone: 801-284-4400  
Fax: 801-284-4406  
[www.hacsl.org](http://www.hacsl.org)



## **Board of Commissioners**

The Board of Commissioners consists of seven members appointed by the Mayor of Salt Lake County for four year terms. Board members are recognized leaders in the community who use their varied areas of expertise to formulate policies and approve programs for the Housing Authority of the County of Salt Lake.

Jennifer Johnston  
Chair

Mark Johnston  
Vice-Chair

Janell Fluckiger  
Commissioner

Roderic Land  
Commissioner

Spencer Moffat  
Commissioner

Gwen White  
Commissioner

## **Resident Advisory Board**

The Resident Advisory Board consists of eight members and serves as a committee that works with the Housing Authority of the County of Salt Lake on programmatic and policy areas of concern to its residents. Its mission and purpose is to represent the needs and interest of residents receiving housing assistance.

Maria Jacobs  
Chair

Mary Ann Ericksen  
Vice-Chair

Laura Allred  
Treasurer

Angie Castel

Cathy Larsen

Royal Miller

Carl Schettler

Karen Shelton

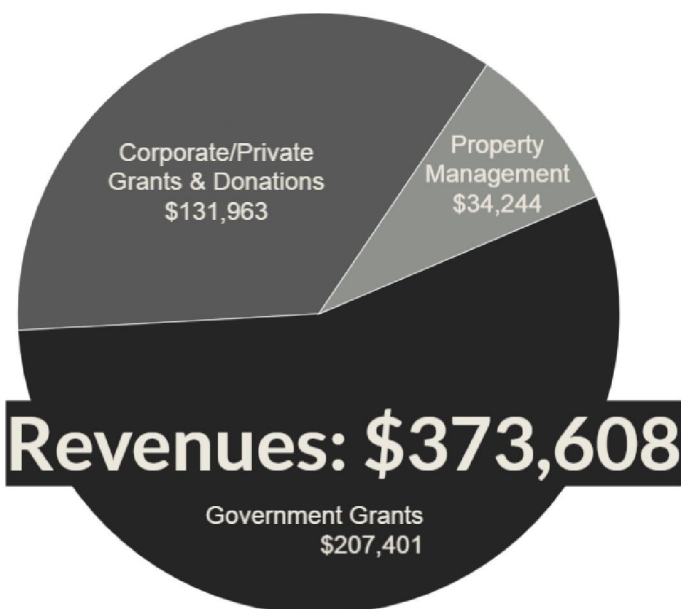
Gwen White

# Housing Opportunities, Inc.

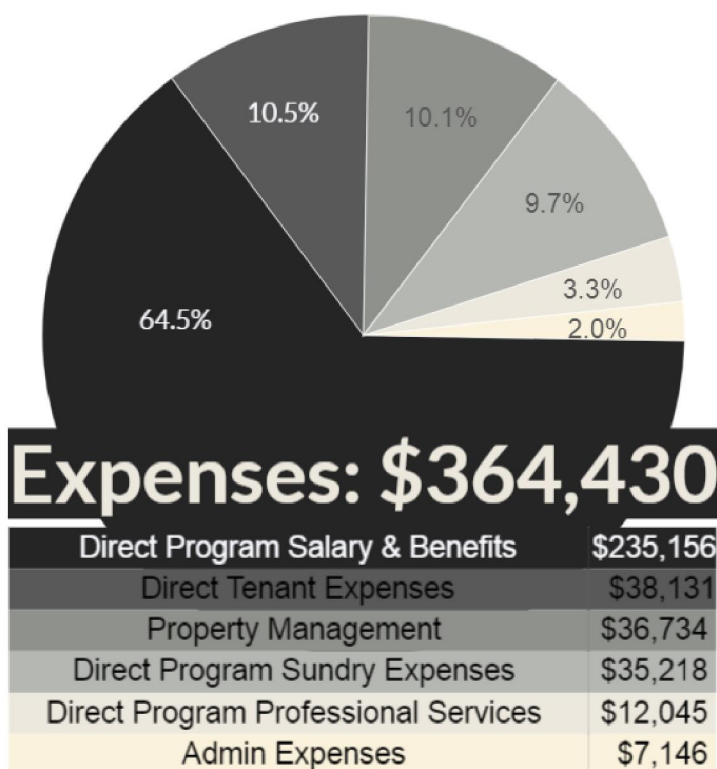
In order to provide services to individuals and families receiving rental housing assistance, the Housing Authority of the County of Salt Lake founded Housing Opportunities, Inc., a 501(c)(3) non-profit organization in 1994.

## Mission

To provide housing and supportive services to low-income individuals and families across Salt Lake County.



**\$** Net Income: \$9,178



## Purpose

To increase stability of households receiving housing assistance in partnership with HACSL to address the growing need for safe, affordable housing facing low-income individuals and families in our community.

# Our Many Thanks

Our programs could not be provided without the generosity of our donors and volunteers.

Ally Bank  
American Express  
Angela Sweep  
BMW Bank  
Bree Carver  
Brook Mickelson  
Care Cuts  
Carolyn Molyneux  
Cassandra Meyers  
Connie Newel  
Dry Creek Charity  
ECOS  
Ed Snoddy  
First Baptist Church of Pleasant Grove  
First Unitarian Church  
Google  
Home Depot  
Janice Kimball  
Jennifer and Patrick Johnston  
JP Morgan Chase

Kimber Theurer  
Kymira Jackson  
LDS Humanitarian Services North America  
Love Utah Give Utah Donors  
Loveland Living Planet Aquarium  
Madeline Clark  
Mark and Lynne Johnston  
Mason Kolendrianos  
Matt Baker and Family  
Mequette Sorensen and Family  
Morgan Stanley Bank, N.A.  
Mountain Oaks Neighborhood  
Noelle Poe  
Optum  
Outdoor Foundation  
Pamela Atkinson  
Paris Elementary School Students  
Randy Cook  
Red Butte Gardens  
Ryan Parrish

Salt Lake County Health Department  
Salt Lake County Afterschool  
Sandi Mackintosh  
Sarah and Rob Schapper  
Schmutz Family  
Slow Food Utah  
Spencer Moffat  
Stacey James and Don Ward  
Sunney Lynch  
Tammy McBride  
Taffi Micheli  
Tracy Aviary  
UBS Bank  
Utah Financial Services Foundation  
Utah.edu  
Wasatch 6th Ward  
Wells Fargo  
Wells Fargo Housing Foundation



## HOI Board of Trustees

Stephanie Bordeaux  
*Chair*

Roderic Land  
*Vice Chair*

Janell Fluckiger  
Jennifer Johnston  
Mark Johnston

Spencer Moffat

Gwen White

Janice Kimball  
*Secretary*

Andre Bartlome  
*Treasurer*