Cover Photography Acknowledgment

On Saturday December 4, 2010, photographers in Salt Lake joined in a global effort called Help-Portrait. Help Portrait is a non-profit organization gives professional photographers the opportunity to volunteer their time and serve those in need during the holiday season. The idea behind Help-Portrait is simple: 1. Find someone in need 2. Take their portrait 3. Print their portrait and 4. Deliver their portrait.

The Housing Authority of the County of Salt Lake was pleased to collaborate in the Salt Lake effort. Staff from the Housing Authority helped publicize the event to residents and schedule appointments. In addition, the photography sessions were held at our Grace Mary Manor housing community. In total, 106 individuals and families participated in the photography event. Nine of those photographs can be viewed on the Annual Report cover.

The Housing Authority would like to extend a special “thank you” to Chris Dickinson for the invitation to join in this event! We appreciate and commend Mr. Dickinson for his efforts and leadership in bringing the Help-Portrait program to our residents.
“Changing lives takes place when people have affordable housing.”

This statement is reflected in our agency mission, values, programs, staff and, most of all, in the individuals and families who participate in our programs. For example, consider Guadalupe’s story.

Guadalupe had a difficult childhood growing up in near-constant turmoil caused by alcoholism and abuse. She wanted a different and better life for herself, her husband, and their children. She wanted to create a home that was stable, nurturing, and financially independent. With a foundation of safe affordable housing and enrollment in a self-sufficiency centered case management program, Guadalupe has been making great progress toward her goal. She is nearing the completion of her Medical Assisting certificate through the Community College. Once Guadalupe finishes her degree she plans to find employment in the medical field and will then assist her husband to further his education and gain employment. Of all the changes Guadalupe has made so far, she believes the most important has been her change in attitude.

Roger’s story also demonstrates the profound impact of housing. Roger has an extensive history of drug abuse, poor mental health treatment and multiple incarcerations in both jail and prison. In 2009 Roger was approached and asked if he needed help. He asked to be left alone as he just wanted to die. Repeated visits over the next 6 months while he was in jail finally led to him giving a new program a try. With help from a jail based recovery program he has been able to confront his substance abuse issues and get the right medications to stabilize his mental illness. Thanks to being moved into an affordable housing unit in July of 2010 he has his first stable safe and affordable apartment in his adult life. He is very proud of the progress he has made and can’t believe two years ago he was waiting to die and now he is living life and reaching goals he never thought possible.

Here at the Housing Authority we are proud that so many of our clients use housing as a platform for success. Because so many of our tenants are thriving the Housing Authority is thriving. Over the past year, we have been able to add 65 vouchers for homeless veterans, bringing our total to 115. We have also been successful in a national competition in winning 100 Family Unification Program vouchers for families who need housing subsidies in order to keep or retain their children as well as for youth aging out of foster care. In addition, we received a million dollars in Shelter Plus Care funding to help homeless families and youth.

This year’s successes are due to the teamwork and collaboration from our partnerships with county and local governments, non-profit and for-profit organizations, as well as the religious communities in Utah. By working together we have been able to reduce chronic homelessness in our state by 69% in the last five years as well as address a broad array of other housing needs such as for youth aging out of foster care, the elderly, the disabled, and the mentally ill. These accomplishments speak to the highly organized, well-coordinated, and amiable partnerships of which we are a part. It is a pleasure to be a member of this collaborative community.

Warmly,

Sandra Hatch
Board Chair

Kerry Bate
Executive Director
### MISSION, VALUES, and BOARD

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

<table>
<thead>
<tr>
<th>Values</th>
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<tbody>
<tr>
<td>• 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.</td>
</tr>
<tr>
<td>• 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.</td>
</tr>
<tr>
<td>• 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.</td>
</tr>
<tr>
<td>• We believe that people should be able to choose the housing that best meet 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.</td>
</tr>
<tr>
<td>• 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.</td>
</tr>
<tr>
<td>• 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.</td>
</tr>
</tbody>
</table>

**Board of Commissioners**

**Chair**  
Sandra Hatch  
**Vice Chair**  
Shauna O’Neil  
**Commissioner**  
Stephanie Bordeaux  
Dale Carpenter  
Sandra Kikuchi  
Karl Westbrook  
James Yapias  

In June 2011, members of the Housing Authority of the County of Salt Lake’s Board of Commissioners were able to meet with HUD Secretary Shaun Donovan during his tour and visit of Salt Lake City.
Increased housing for veterans through award of 65 Veterans Assistance Supportive Housing vouchers

Received $1 million Shelter Plus Care HUD grant to provide rental assistance to 10 homeless youth and 10 homeless families for five years

Awarded 100 Family Unification Vouchers to help parents who are in danger of losing their children because of substandard housing and also to assist youth who are aging out of foster care

Designated a high performer (the highest rating available) by the U.S. Dept. HUD for our Section 8 program

Achieved a 98% occupancy rate at Family and Senior Public Housing communities

During the first year of operation, 94% of residents maintained housing and 85% have income at the Kelly Benson Apartments

Of the 105 total residents housed at Grace Mary Manor in 2010, 91% maintained housing or had a positive transition to appropriate permanent housing

Successfully converted to a new computer operating system

Implemented an online housing assistance application allowing clients to apply for housing during non-business hours

According to a staff survey, 97% of Housing Authority employees believe we are meeting our mission and 72% report they and their peers have good morale

Implemented a $1.5 million dollar recovery grant project to provide “green” remodel for 149 low-income senior housing community

4 clients participating in the Family Self Sufficiency program became homeowners

Residents and staff of the Housing Authority were awarded a total of three Mountain Plains NAHRO Awards, including an award for Employee Special Achievement (see photo below)

Cassandra Meyers, Elisa Arredondo, and Marissa Williams (left to right) receiving their NAHRO award for Employee Special Achievement. All three are staff members of the Leadership and Resiliency Program.
SECTION 8 HOUSING CHOICE VOUCHER (HCV) PROGRAM

The Housing Authority of the County of Salt Lake is very proud of our Section 8 HCV Program. Due to excellent staff and program administration, we continue to be classified a Top Performing Agency by HUD through their Section 8 Management Assessment.

Section 8 allows very low-income families to choose and lease privately-owned safe, affordable rental housing and through our agency serves over 2,309 low-income households in Salt Lake County. Operating subsidies are received by the Housing Authority directly from HUD and under this program the agency provides $1.4 million per month in housing assistance.

Unfortunately, there continues to be a higher demand than available vouchers. As of May 2011 there are 10,279 households on the Section 8 Housing Choice Voucher Waiting List. The average income of these households is only $9,325 with over 96% qualifying as extremely low-income (30% or below of the area median income). Of those on the waiting list, 83% are families, 13% are singles, 2% are elderly and 2% are disabled.

PUBLIC HOUSING

Public Housing was established to provide decent and safe rental housing for eligible low-income residents at rents they can afford. The Housing Authority owns and operates 626 units in the public housing program, of which 619 units are available for lease to low income families and elderly individuals in accordance with U.S. Department of Housing and Urban Development (HUD) guidelines.

Residents of Public Housing Communities have on-site access to a variety of supportive service programs. Pictured above (left and right) participants in the Too Good For Drugs and Violence Kids Program.
SUPPORTIVE HOUSING PROGRAMS

The Supportive Housing Department provides rental assistance for those who face losing their homes or who are already homeless. The department works directly with local agencies and non-profits such as First Step House, Salt Lake City, Salt Lake County Divisions of Criminal Justice Services, Salt Lake County Community Resources and Development Department, Substance Abuse Services, Mental Health and Youth Services, The Road Home, Utah Workforce Services, Utah Department of Community and Culture, Valley Mental Health, Volunteers of America-Utah, and Wasatch Homeless Health Care (4th Street Clinic). In partnership with these organizations, programs in the Supportive Housing Department are helping Salt Lake County and the State of Utah fulfill goals to end chronic homelessness.

RESIDENT SERVICES PROGRAMS

The Housing Authority of the County of Salt Lake, in partnership with Housing Opportunities, provides supportive services to low-income families and individuals which promote self-sufficiency and empowerment. Supportive service programs incorporate proven best practice methods, high quality staff, and dedication to the success of the participant. These programs are offered free of charge thanks to the generous financial support from partners, including: U.S. Department of Housing and Urban Development, State of Utah, Salt Lake County, Ally Bank, American Express Center for Community Development, CIT Bank, Daniels Fund, Kennecott Charitable Foundation, Morgan Stanley Bank, UBS Bank, Wells Fargo, and Zions Bank. Programs include:

- **Self-Sufficiency Programs** - These programs support residents in increasing education and job skills and moving towards economic and housing self-sufficiency.

- **Housing Retention Program** - This program prevents homelessness, in collaboration with Salt Lake CAP and The Road Home, by providing case management to households in danger of losing their subsidized rental assistance.

- **Permanent Supportive Housing Services** - The goal of these program is assist residents of Grace Mary Manor, Kelly Benson Apartments, and Pleasant Green Villa maintain housing and increase self-sufficiency by providing an array of on-site supportive services.

- **Prevention Services for Youth** - These programs are designed to help youth living in public housing communities: prevent the use of drugs and violence, promote academic achievement, and gain life skills.

Leadership and Resiliency Program participants unveiling their youth designed and painted mural. The mural is located in a community meeting room at the Housing Authority’s main office.
GRACE MARY MANOR

Grace Mary Manor provides 84 men and women with a place to overcome chronic homelessness. Grace Mary Manor is a permanent supportive housing community, which opened in February 2008 and is located at 19 West Gregson Avenue in South Salt Lake. Residents of Grace Mary Manor have access to a variety of on-site supportive services, including case management.

KELLY BENSON APARTMENTS

The Kelly Benson Apartments are helping the bridge the gap in affordable housing for low-income seniors with disabling conditions in Salt Lake County by providing housing, rental subsidies, and services to help ensure successful tenancy. This 59-unit complex is located at the southwest corner of 3100 South and 3600 West in West Valley City. The project provides permanent supportive housing for up to 70 seniors with disabling conditions including those who have been homeless or chronically homeless.

Residents of the Kelly Benson Apartments volunteer with Project Linus, a program that gives comfort to sick children by providing them with handmade quilts.

The Kelly Benson Apartments property includes a community garden. Residents plant, tend, and share vegetables throughout the growing season.
## Low-Income Household Rental Assistance

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## Low-Income Senior Rental Assistance

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## Low-Income Family Rental Assistance

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## High-Risk/Homeless Rental Assistance

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<td>HUD S8 Project Based</td>
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<td>HUD S8 Veterans</td>
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<td>HUD Shelter Plus Care</td>
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<td>SL City HOPWA</td>
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| Subtotal | 987 |

## TOTAL

| TOTAL | 3,433 |

## Non-Federal Owned Properties

- **Covewood, 98 units**
- **Frontier, 14 units**
- **Grace Mary Manor, 84 units**
- **Gregson Apartments, 16 units**
- **Kelly Benson Apart., 59 units**
- **Pleasant Green Villa, 10 units**
- **Villa Charmant, 54 units**

In September 2011, the Housing Authority of the County of Salt Lake’s Grace Mary Manor property was pleased to host HUD Deputy Secretary Raphael Bostic, HUD Regional Administrator Rick Garcia and State HUD Director Kelly Jorgensen for an on-site tour and visit.
July 2010-June 2011 Housing Authority Revenues

- HUD-Housing Choice Vouchers, $18,015,282, 57%
- HUD-Public Housing Capital Fund, $2,048,859, 7%
- HUD-Public Housing Operating Fund, $1,510,147, 5%
- HUD-ROSS, $1,322,672, 1%
- HUD-Shelter Plus Care, $1,214,578, 4%
- Tenant Revenue, $2,461,376, 8%
- Other Revenue, $2,015,189, 8%
- Other Subsidies, $3,188,925, 10%

July 2010-June 2011 Housing Authority Expenses

- Admin Expenses, $4,533,885, 14%
- Capitalized Expenses, $2,136,763, 7%
- Depreciation Expenses, $1,224,184, 4%
- Tenant Services, $654,919, 2%
- Utilities, $494,593, 2%
- Other Expenses, $754,132, 2%
- Housing Assistance Payments, $19,340,784, 61%