



Meeting Location: 1776 S. West Temple, Salt Lake City, Utah, or Electronic Video or Phone Conference

BOARD MEETING: Monday, September 28, 2026, 9:00 a.m. – 12:00 p.m.

WEB OPTIONS: Join online using

<https://housingauthorityofsaltlakecity.my.webex.com/housingauthorityofsaltlakecity.my/j.php?MTID=mdb943d889b4c6726a3907219b45fd07b> or at signin.webex.com. Meeting Number: 2559 110 0845. Password: 1776.

Join from a video system or application: Dial 25591100845@webex.com, or dial 173.243.2.68 and enter the meeting number. Meeting password for video system: 1776.

PHONE OPTION: Dial 1-650-479-3208. Access Code: 25591100845. Password: 1776.

Global call-in numbers:

<https://housingauthorityofsaltlakecity.my.webex.com/housingauthorityofsaltlakecity.my/globalcallin.php?MTID=md15fbd152670a4aa768c46fa57d52b0c>

If you need assistance connecting to the meeting remotely, call 801-608-3394 during the scheduled time. Please call 801-428-0600 for more information or to request a meeting recording.

One or more Commissioners of HASLC may participate via electronic conference originated by the Executive Director and within the meanings accorded by Utah law, the Meeting may be an Electronic Meeting, and the Anchor Location shall be located at 1776 S. West

Temple, Salt Lake City, Utah. In compliance with the Americans with Disabilities Act, persons requesting special accommodations during the meeting should notify HASLC not less than 24 hours prior to the meeting. If language assistance is needed, please call 801-428-0600.

THE HOUSING AUTHORITY OF SALT LAKE CITY IS COMMITTED TO OUR MISSION:

To provide affordable housing opportunities as a stable base for our community.

BOARD OF COMMISSIONERS

William Davis
Chair

Brenda Koga
Commissioner

Deborah Chiquito
Commissioner

Palmer DePaulis
Commissioner

Tess Clark
Vice Chair

Fraser Nelson
Commissioner

Turner Bitton
Commissioner

BOARD OF COMMISSIONERS MEETING AGENDA

1. ROLL CALL

2. ANNOUNCEMENTS

3. PUBLIC COMMENT — *Each participant will be allowed three minutes for comment.*

4. MOTION TO APPROVE HASLC OPEN MEETING MINUTES OF AUGUST 31, 2026

Page 1

(attachments) *William Davis, Chair*

NEW BUSINESS

5. RESOLUTION # 901-2026 — RATIFICATION OF ACTIONS APPROVED AT THE AUGUST 31, 2026 BOARD MEETING

Page 7

(attachments) *Daniel Nackerman, Executive Director*

6. FINANCE COMMITTEE REPORT

Page 9

(attachments) *Brenda Koga, Commissioner*

7. RESOLUTION # 902-2026 — APPROVAL OF THE FY 2027 CONSOLIDATED BUDGET FOR HASLC AND ITS ENTITIES

Page 11

(attachments) *Kim Wilford, Deputy Executive Director; Jennifer Nakao, Chief Financial Officer*

8. RESOLUTION # 903-2026 — APPROVAL OF FY 2027 PUBLIC HOUSING OPERATING BUDGET, INCLUDING A PROJECTED \$464,037 DEFICIT

Page 14

(attachments) *Kim Wilford, Deputy Executive Director; Jennifer Nakao, Chief Financial Officer*

9. FISCAL YEAR 2026 FINANCIAL STATEMENTS THROUGH AUGUST

Page 17

(attachments) *Jennifer Nakao, Chief Financial Officer*

10. RESOLUTION # 904-2026 — APPROVAL OF THE 2027 ANNUAL PHA PLAN WITH MTW SUPPLEMENT

Page 26

(attachments) *Kelly Walsh, Senior Housing Analyst*

11. RESOLUTION # 905-2026 — AUTHORIZATION OF PROJECT-BASED VOUCHERS FOR GRANARY FLATS

Page 29

(attachments) *Siah Siabi, Real Estate Development Director; Daniel Nackerman, Executive Director*

12. RESOLUTION # 906-2026 — APPROVAL OF UNCHANGED HUD FY 2027

Page 32

PAYMENT STANDARDS, EFFECTIVE OCTOBER 1, 2026

(attachments) *Jackie Rojas, Section 8 Director*

13. APPROVAL OF YEAR-ROUND LANDSCAPING AND SNOW/ICE REMOVAL SERVICES CONTRACT WITH BLK GROUP — ESTIMATED ANNUAL AMOUNT OF \$113,430

Page 35

(attachments) *Daniel Nackerman, Executive Director; Paul Edwards, In-House Counsel*

CONSENT CALENDAR REPORTS

14. EXECUTIVE DIRECTOR UPDATE — INFORMATIONAL REPORT; NOT PART OF THE CONSENT CALENDAR

Page 37

(attachments) *Daniel Nackerman, Executive Director*

15. VOUCHER LEASING AND BUDGET UTILIZATION THROUGH AUGUST 2026

Page 38

(attachments) *Jackie Rojas, Section 8 Director*

16. COMMUNITY PARTNERS REPORT

Page 41

(attachments) *Britnee Dabb, Deputy Director*

17. HASLC PROPERTY MANAGEMENT KEY PERFORMANCE INDICATORS — AUGUST 2026

Page 43

(attachments) *Zac Pau'u, Deputy Director*

18. UPDATE ON TAX CREDIT PROPERTY COMPLIANCE

Page 46

(attachments) *Vicci Jenkins, Property Management Director*

19. TENTATIVE CLOSED SESSION

- a. At any time, the Commission may consider a motion to enter into a Closed Session. A closed meeting may be held for specific purposes including, but not limited to:
 - i. Discuss strategy with respect to the purchase or sale of real property
 - ii. Discuss the character, professional competence, or physical or mental health of an individual
 - iii. Discuss strategy with respect to pending or reasonably imminent litigation
 - iv. A closed meeting may also be held for attorney-client matters that are privileged pursuant to Utah Code § 78B-1-137, and for other lawful purposes

that satisfy the pertinent requirements of the Utah Open and Public Meetings Act.

Typical Process

- i. Motion to enter.
- ii. Vote to enter.
- iii. If entering, certain individuals may be rightly excluded.
- iv. After closed discussions, motion and vote to end the closed session and resume the open meeting.

20. ANY ANNOUNCEMENTS FROM CLOSED SESSION

21. COMMUNICATIONS — UPCOMING CONFERENCES AND TRAININGS

Page 48

(attachments) *Josie DeJarnatt, Interim Executive Administrative Assistant*

22. OTHER BUSINESS

23. ADJOURNMENT

Housing Authority of Salt Lake City
Staff Report

Report Provided by: Board Chair
Department: Commission



Item: Meeting Minutes of August 31, 2026

September 28, 2026



Housing Authority
of
Salt Lake City

BACKGROUND:

Review and revise/approve meeting minutes from the Open Meeting of August 31, 2026.
(Attached)

RECOMMENDATION:

Approve the meeting minutes of August 31, 2026.



DRAFT

**HOUSING AUTHORITY OF SALT LAKE CITY (HASLC)
BOARD OF COMMISSIONERS MEETING MINUTES**

August 31, 2026

1776 South West Temple

Salt Lake City, Utah / Electronic Meeting

COMMISSIONERS

Present

William Davis, Chair

Tess Clark, Vice Chair

Deborah Chiquito, Commissioner

Palmer DePaulis, Commissioner/Board
Member

Fraser Nelson, Commissioner/Board Member

Turner Bitton, Commissioner/Board Member

Brenda Koga, Commissioner/Board Member

Others Present

Dave Mansell, Board Member

STAFF AND COUNSEL

Present

Dan Nackerman, Executive Director

Kim Wilford, Deputy Executive Director

Zac Pau'u, Deputy Director

Vicci Jenkins, Property Management
Director

Jennifer Nakao, Chief Financial Officer

Haley Holloway, Counsel

Paul Edwards, In-House Counsel

Britnee Dabb, Deputy Director

Kelly Walsh, Senior Housing Analyst

Josie DeJarnatt, Executive Assistant

Absent

Jackie Rojas, Section 8 Director

CALL TO ORDER AND ROLL CALL

Chair William Davis called the meeting to order and confirmed that a quorum was present.

ANNOUNCEMENTS

No announcements were made.

SWEARING IN OF NEW COMMISSIONER TURNER BITTON

Turner Bitton recited the oath of office and was sworn in as a Commissioner of the Housing Authority of Salt Lake City.

PUBLIC COMMENT

Residents of Taylor Gardens raised concerns regarding basement and elevator-pit flooding, possible mold, an unavailable emergency-maintenance line, smoking near entrances and in units, recurring elevator outages, accessibility, resident safety, management responsiveness, and access to complaint and resident-organization processes. Staff stated that the flooding and elevator issues were being investigated and that a temporary repair had been made while the underlying foundation and drainage concerns were reviewed. Staff agreed to follow up directly with residents. The Commission discussed formal resident communications, resident councils, conflict-management support, and review of the original development contract regarding the expected sump pump. No formal action was taken.



APPROVAL OF JUNE 29, 2026, OPEN MEETING MINUTES

The Commission noted that “Pharos” would be corrected in the minutes.

MOTION: Brenda Koga moved to approve the June 29, 2026, HASLC Open Meeting Minutes, with the spelling correction.

Second: Tess Clark.

Vote: The motion passed unanimously.

RATIFICATION OF FURNITURE PURCHASE FOR THE OQUIRRH BUILDING — \$174,327.05

Executive Director Dan Nackerman reported that the furniture, fixtures, and equipment package for the Oquirrh Building included workstations, monitor arms, task chairs, lateral files, and related furnishings. The purchase was executed on July 9, 2026, to support the planned headquarters move.

MOTION: Palmer DePaulis moved to ratify the furniture purchase for the Oquirrh Building, excluding sales tax.

Second: Brenda Koga.

Vote: The motion passed unanimously.

APPROVAL OF CONTRACT FOR BOILER NO. 2 REPLACEMENT AND CHILLED-WATER PIPING REPLACEMENT AT ROMNEY PLAZA APARTMENTS — NOT TO EXCEED \$188,000

Staff reported that three bids were received for the boiler and chilled-water piping work. BCS submitted the lowest bid at \$188,000. The proposed scope included engineering and ancillary work intended to avoid connection and installation problems encountered on prior projects. The Commission requested a future report identifying major building systems, installation dates, contractors, warranties, and lessons learned.

MOTION: Dave Mansell moved to approve the contract for boiler No. 2 replacement and chilled-water piping replacement at Romney Plaza Apartments, not to exceed \$188,000.

Second: Brenda Koga.

Vote: The motion passed unanimously.

APPROVAL OF AUTHORITY TO NEGOTIATE AND EXECUTE A GENERAL CONTRACTOR CONTRACT FOR THE OQUIRRH BUILDING — NOT TO EXCEED \$372,722

Staff reported that three bids were received. Tanner Commercial submitted the lowest bid at \$354,745, and CRC Construction submitted the second-lowest bid. Staff recommended authority to negotiate with Tanner Commercial and/or CRC Construction and execute a contract with either firm, not to exceed \$372,722. Funding was available through the Management Fund and would be recorded as work in progress. Staff expected to obtain a more precise construction schedule during negotiations.

MOTION: Tess Clark moved to approve authority to negotiate and execute a general contractor contract for the Oquirrh Building remodel, not to exceed \$372,722.

Second: Brenda Koga.

Vote: The motion passed unanimously.



ACCOUNT RECONCILIATION (DEBT WRITE-OFFS) THROUGH APRIL 2026 — \$32,738

Staff presented six accounts totaling \$32,738 for write-off, while noting that collection efforts would continue where appropriate. The discussion included losses associated with resident deaths, methamphetamine remediation, monitoring devices, and recent improvements in identifying and reducing landlord overpayments.

MOTION: Brenda Koga moved to approve bad-debt write-offs totaling \$32,738.

Second: Tess Clark.

Vote: The motion passed unanimously.

RATIFICATION OF BOND UNDERWRITER SELECTION FOR HOUSING AUTHORITY TRANSACTIONS

Staff reported that four firms responded to the request for qualifications. KeyBank Capital Markets was the highest-ranked firm, followed by Stifel. The selection would allow HASLC to obtain assistance with potential bond transactions without obligating the Authority to complete a financing transaction.

MOTION: Brenda Koga moved to ratify the selection of KeyBank Capital Markets as the primary bond underwriter for Housing Authority transactions and authorize an engagement of up to five years, with authority to use another ranked respondent when appropriate.

Second: Tess Clark.

Vote: The motion passed unanimously.

APPROVAL OF QUALIFIED POOL FOR THIRD-PARTY PROPERTY MANAGEMENT SERVICES

Staff reported that four firms responded to the request for proposals: Asset Living, Cornerstone, The Alexander Company, and AMC. Asset Living ranked first, followed by Cornerstone, The Alexander Company, and AMC, with all four receiving similar scores. The qualified pool would allow HASLC to select a firm based on the needs of a particular property. The Commission discussed the proportion of properties managed internally and by third parties, comparative costs and service quality, and the importance of experience with housing vouchers, tax credits, public housing, and resident service needs.

MOTION: Brenda Koga moved to approve the four firms as a qualified pool for third-party property management services for an initial three-year term with two optional one-year extensions and to authorize negotiation and execution of property-specific agreements consistent with procurement and approval requirements.

Second: Tess Clark.

Vote: The motion passed unanimously.

RESOLUTION NO. 900-2026 APPROVING THE ADDITION OF FOSTER YOUTH TO INDEPENDENCE PROGRAM POLICIES TO THE ADMINISTRATIVE PLAN

Senior Housing Analyst Kelly Walsh and staff presented the Foster Youth to Independence program for eligible youth ages 18 through 24 with child-welfare involvement who are homeless or at risk of homelessness. The program provides voucher assistance for 36 months, with possible extensions to a total of 60 months when statutory requirements are met. HASLC would



partner with the Utah Division of Child and Family Services and could accept referrals from other organizations when eligibility is confirmed. Staff anticipated an initial application for approximately 10 to 20 referrals, with additional applications possible as referrals and service commitments become available. Participants would receive supportive services and a preference for HASLC's Family Self-Sufficiency Program.

MOTION: Brenda Koga moved to adopt Resolution No. 900-2026.

Second: Tess Clark.

Vote: The motion passed unanimously.

ISSUES AT THREE PROPERTIES

Deputy Director Zac Pau'u reported on significant issues at Jefferson Circle, Phillips Plaza, and Freedom Landing. At Jefferson Circle, inspection scores had fallen below the required benchmark before successful appeals, triggering heightened oversight and a 100-percent unit survey; life-safety items were being corrected, and a subsequent Management and Occupancy Review received a satisfactory rating. At Phillips Plaza, staff continued to address resident concerns following a homicide and HVAC failures; residents and staff were offered counseling, temporary security was provided, portable air-conditioning units had been distributed, and replacement of the chiller system was underway. At Freedom Landing, staff described challenges involving VA referrals, residents' support needs, pest control, vacancies, and a deposit-processing error. Secured funds were deposited, residents whose personal checks had not cleared were contacted, and repayment agreements were arranged where needed. Staff was also developing a memorandum of understanding with the VA to clarify responsibilities and was using multiple pest-control providers and heat-treatment equipment to address bedbugs. The Commission also reviewed inspection and property-needs information for Jefferson Schoolhouse and corrected the Jefferson Circle address to 750 South Jefferson Circle. No formal action was required.

FISCAL YEAR 2026 FINANCIAL STATEMENTS THROUGH JULY

Chief Financial Officer Jennifer Nakao reported that HASLC ended July with approximately \$1.8 million in net income, about \$200,000 above budget. HASLC-owned operations and the voucher program were above budget, while public housing and homeless programs had unfavorable variances. Detailed explanations were included in the financial statements. The Commission received the report. No formal action was required.

EXECUTIVE DIRECTOR UPDATE

Executive Director Dan Nackerman reported on development financing, property improvements, a likely \$100,000 Morgan Stanley contribution for security improvements, lease-up at Sunrise Metro, and the launch of HDC Community Land Trust activities with Burlington Associates. HASLC had also applied for a \$1 million Goldman Sachs grant and planned Board training on community land trusts. Staff was developing a reentry initiative for women leaving incarceration, particularly women with children. Staff also continued work on tenant-protection practices, including transparent rent advertising and limiting the use of credit information unrelated to rental performance. The Commission received the report. No formal action was required.



CONSENT CALENDAR REPORTS

The Commission reviewed the following reports: Voucher Leasing and Budget Utilization through July 2026; Resident Support Report; Community Partners Report; HASLC Property Management Key Performance Indicators for July 2026; and Update on Tax Credit Property Compliance. Staff reported that HASLC was resuming issuance of Housing Choice Vouchers after remaining within available funding and allocation levels.

MOTION: Brenda Koga moved to approve the consent calendar reports, Items 16 through 20.

Second: Tess Clark.

Vote: The motion passed unanimously.

CLOSED SESSION

Fraser Nelson moved to enter a closed session for a personnel matter. Tess Clark seconded the motion. The open meeting paused for lunch and the closed session. The Commission later voted unanimously to end the closed session and return to the open meeting. The substance of the closed-session discussion is not included in these open meeting minutes.

ANNOUNCEMENTS FROM CLOSED SESSION

No announcements from closed session were recorded.

COMMUNICATIONS

Upcoming conferences and trainings were included in the Board packet. No additional communications were presented.

OTHER BUSINESS

No other business was presented after the closed session.

ADJOURNMENT

Following the return to open session, no further business was recorded. The transcript does not include a formal adjournment motion or adjournment time.

William Davis, Chair

Daniel Nackerman,
Executive Director

APPROVED AS TO FORM:

Gilmore & Bell, LLP

Housing Authority of Salt Lake City Staff Report

Report Provided by: Executive Director

Department: Executive Office

Item: Resolution # 901-2026 Ratifying Actions Approved at the
August 31, 2026 Board Meeting

September 28, 2026



BACKGROUND:

The Housing Authority of Salt Lake City Board of Commissioners held its regular meeting on August 31, 2026. Because the meeting information was not posted to the Utah Public Notice Website before the meeting, this report identifies the actions approved at that meeting and presents those actions to the Board for ratification.

ACTIONS TO BE RE-APPROVED:

- Approval of the June 29, 2026 HASLC open meeting minutes.
- Ratification of the Oquirrh Building furniture purchase in the amount of \$174,327.05.
- Approval of the contract for Boiler No. 2 replacement and chilled-water piping replacement at Romney Plaza Apartments, not to exceed \$188,000.
- Approval of authority to negotiate and execute a general contractor contract for the Oquirrh Building, not to exceed \$372,722.
- Approval of account reconciliation debt write-offs through April 2026 in the amount of \$32,738.
- Ratification of the bond underwriter selection for Housing Authority transactions.
- Approval of a qualified pool for third-party property management services.
- Adoption of Resolution No. 900-2026 approving the addition of Foster Youth to Independence Program policies to the Administrative Plan.

RECOMMENDATION:

Pass Resolution # 901-2026 Ratifying the actions approved by the Housing Authority of Salt Lake City Board of Commissioners at its August 31, 2026 meeting and approve the attached resolution for signature.

RESOLUTION # 901-2026

**RESOLUTION OF THE BOARD OF COMMISSIONERS OF THE HOUSING
AUTHORITY OF SALT LAKE CITY (HASLC) RE-APPROVING AND RATIFYING
ACTIONS ORIGINALLY APPROVED AT THE AUGUST 31, 2026 BOARD MEETING.**

WHEREAS: the Board of Commissioners of the Housing Authority of Salt Lake City held its regular meeting on August 31, 2026; and

WHEREAS: the meeting information was not posted to the Utah Public Notice Website before the meeting; and

WHEREAS: the Board desires to re-approve and ratify the actions originally approved at that meeting to ensure those actions are properly presented and approved at a duly noticed public meeting.

NOW THEREFORE, be it resolved that the Board re-approves and ratifies the following actions originally approved at the August 31, 2026 meeting:

- Approval of the June 29, 2026 HASLC open meeting minutes.
- Ratification of the Oquirrh Building furniture purchase in the amount of \$174,327.05.
 - Approval of the contract for Boiler No. 2 replacement and chilled-water piping replacement at Romney Plaza Apartments, not to exceed \$188,000.
- Approval of authority to negotiate and execute a general contractor contract for the Oquirrh Building, not to exceed \$372,722.
- Approval of account reconciliation debt write-offs through April 2026 in the amount of \$32,738.
- Ratification of the bond underwriter selection for Housing Authority transactions.
 - Approval of a qualified pool for third-party property management services.
- Adoption of Resolution No. 900-2026 approving the addition of Foster Youth to Independence Program policies to the Administrative Plan.

Passed and approved this 28th day of September 2026.

William Davis, HASLC Chair

Daniel Nackerman,
Executive Director

APPROVED AS TO FORM:

Gilmore & Bell, LLP

Housing Authority of Salt Lake City
Staff Report

Report by: Brenda Koga

TAK

Department: Commission

Item: Finance Committee Report

September 27, 2026



Housing Authority
of
Salt Lake City

BACKGROUND:

The Housing Authority of Salt Lake City's (HASLC) Budget Committee met on **September 14, 2026**, to review the **draft Fiscal Year 2027 budgets** for the **Housing Authority, HAME, and HDC**.

The '**Public Housing**' budget is also incorporated within the agency-wide summaries for completeness and consistency.

During this year's budget process, the Committee's discussions focused on improving understanding of program and property financial performance, as well as the federal, state, and local regulations that govern HASLC's operations. This ongoing review supports the Committee's objective to strengthen fiscal oversight and promote transparency across all entities.

The annual budgets serve as the formal authorization for expenditures by the respective Boards and Commission. They provide the framework for balanced, responsible, and compliant financial management throughout the year.

UPDATE:

The finance staff met with all departments to compile and review properties and programs and completed preparation of the draft 2027 budgets, including the agency-wide consolidated budget. These drafts were presented to the Finance Committee on September 14th for review and discussion.

Staff presented the Board Letter in detail, covering significant items in budgeted income and expenses. These include significant changes to dwelling rents primarily due to the remodeled units at Atkinson Stacks coming back online. Grant income is expected to decrease primarily due to one-time grant funding (\$10 million) for the Atkinson Stacks development in 2026 that is not recurring. Operating expenses primary increases are inflationary in nature, including compensation and benefits expenses, partially due to growth in development and increased utility rates; the committee discussed strategies to mitigate costs such as xeriscaping and new project design methods to manage impacts from future rate increases. Other areas of decreases in expense include non-routine maintenance.

Staff outlined the process for budgeting of the voucher federal funding, including applying prior-year trend analysis in conjunction with the HUD 2-Year Tool within the voucher programs, and adjusting for current funding uncertainties. Projections reflect a small increase in voucher utilization with the payment standards

currently averaging 93% of fair market rents (FMRs). This will allow us to help a greater number of households with our current Budget Authority and results in increased administrative fees.

Staff have revised the 2027 budget presentation to separate operating results from balance sheet activity. In prior years, capital improvements, debt principal payments, and replacement reserve activity were shown as a reduction to net surplus to show the cash effect. For 2027 forward, these items will appear for information purposes separately below the Surplus Deficit line, which aligns the operating results more closely with standard financial presentation including the audited financial statement presentation while continuing to provide the details.

Staff prepared a conservative budget with Public Housing in place and the 118 units at Atkinson Stacks, with the intention of providing a budget revision at the point of transition to RAD and the arrival of the new construction units at Atkinson Stacks.

Areas of continued concern within the draft budgets include:

- Public Housing properties previously presented to the Board continue to experience losses. However, the RAD conversion is expected to be completed by early 2027.
- Central Management fund, which absorbs overhead costs associated with the LIHTC portfolio; and
- HAME and HASLC Homeless properties, which continue to face operating challenges.

A draft Power Point presentation to provide additional analyses and highlights was also presented, prior to presentation to the full board today, in addition to the consolidated budget with comparisons to prior years by revenue and expense line items in greater detail.

SUMMARY AND NEXT STEPS:

The Committee recommends the respective Boards review the documents presented for approval within the agenda packet.

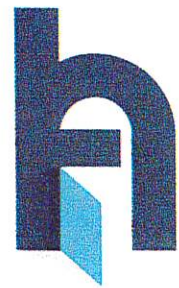
Housing Authority of Salt Lake City
Staff Report

Report Provided by: Kim Wilford / Jennifer Nakao
Department: Finance



Subject: RESOLUTION # 902 -2026
Approving the FY 2027 Consolidated Budget Agency-wide

September 28, 2026



**Housing Authority
of
Salt Lake City**

BACKGROUND:

In accordance with policies and requirements, on an annual basis, the consolidated Annual Budget, and components within have been prepared for FY 2027 (January 1, 2027, to December 31, 2027). Attached is a description for the Board outlining the financial highlights of the 2027 budget and summary income statements for the consolidated Agency Budget along with subcategories of Authority Owned, Finance, Homeless, Public Housing (PH), Voucher and Grants programs. Note that the PH budget is issued separately to the U.S. Department of Housing and Urban Development (HUD) and this Agency-wide budget includes that portion.

PROCESS:

The budget process involves input from all management levels within the organization. Schedules are prepared by each functional team (Section 8, Property Management, HR, IT, Finance, and Development) and compiled into property sheets and supporting schedules for all funds. These schedules are reviewed and approved by members of the executive team to ensure accuracy and consistency with the overall organization's strategy and goals. The comprehensive "Budget book" includes projected revenues and expenses for each activity and property incorporating historical trends, current activity, and adjustments for specific property and program factors.

Consistent with applicable accounting standards, FY 2027 allocations are based on a weighted number of units or other methods which, in management's judgment, most appropriately represents the expected costs for each property, program or activity. The final budget includes FY 2026 projections and the actual results for 2024 and 2025, as requested by the Commission and Boards.

The Finance Committee was provided with more detailed information and informed of the timing, preparation methodology, and final review of the FY 2027 budget.

FISCAL ANALYSIS:

The **FY 2027 HASLC Operating Budget** is \$59,075,499 with a net surplus of **\$3,113,343** which is less than the FY 2026 projections by \$803,436.

HASLC owned and managed properties have budgeted additional replacement reserves of \$253,436, capital improvements of \$1,145,900, and \$437,960 of debt payments. The FY 2027 budget projects a revenue increase of \$852,405 or 1%.

Major capital improvements in HASLC owned and managed properties included in this budget year include exterior painting, HVAC upgrades, and flooring.

The **FY2027 Consolidated Budget** is \$72,722,994 with a net surplus of **\$7,400,888** which is less than the FY 2026 projections by \$9,456,404.

Agency wide net revenues are expected to decrease by \$7,155,932 over FY 2026 projections while net expenditures of \$65,326,106 are increasing by \$2,231,799. The decrease is primarily due to the one-time \$9 million State grant and a \$1 million HUD HVAC grant (\$851,000 in 2026) to be utilized by Atkinson Stacks, LLC. Both grants were awarded and are expected to be spent by December 31, 2026. In 2027, the \$3.6 million HOME-ARP grant covering 2026-2027 off-sets some of the grant income from 2026. The most notable increase in expenses is compensation, which is conservatively consistent with prior years and includes both current and planned 2027 positions.

HASLC prepared a conservative budget with increases in many expense categories due to growth, inflation or current trends - while conservative in revenue projections. Public Housing and Atkinson Stacks property budgets are conservatively stated in current form and staff will provide budget revisions at the time of RAD closure and Book cliffs and Atkinson new construction units come online.

Note that federally funded programs including Public Housing and Housing Choice Voucher (HCV) are budgeted conservatively without final information from the FY 2027 federal budget. Without knowing the Authority's allotted budget for FY 2027 HAP, the FY 2027 budget assumes the Housing Authority will be fully reimbursed for FY 2027 Voucher HAP expenses.

STAFF RECOMMENDATION:

It is recommended that the Board adopt Resolution # 902 -2026 approving the FY 2027 Comprehensive Budget for the Housing Authority of Salt Lake City and its entities.

RESOLUTION # 902-2026

**RESOLUTION OF THE BOARD OF COMMISSIONERS OF THE HOUSING
AUTHORITY OF SALT LAKE CITY (HASLC) ADOPTING THE
COMPREHENSIVE ANNUAL BUDGET FOR CALENDAR YEAR AND FISCAL
YEAR BEGINNING JANUARY 1, 2027, AND ENDING DECEMBER 31, 2027.**

WHEREAS: the Housing Authority of Salt Lake City has diligently prepared a Consolidated Budget for all programs whose calendar year begins January 1, 2027, and ends December 31, 2027 (the “2027 Consolidated Budget”), which 2026 individual Operating Budgets has been presented to and discussed with the Board; and

WHEREAS: the 2027 Public Housing Operating Budget was adopted separately in accordance with U.S. Department of Housing and Urban Development regulations, State of Utah regulations, and HASLC internal policies, but is included herein; and

WHEREAS: the Consolidated Budget has been prepared in accordance with U.S. Department of Housing and Urban Development, State of Utah and HASLC/Affiliate policies and regulations; and

WHEREAS: the 2027 Consolidated Budget will adequately fund operation of public housing programs and does not provide for funding in excess of revenue.

NOW THEREFORE, be it resolved that the Board adopts the 2027 Consolidated Budget and individual Operating Budgets as presented for all programs for calendar year and fiscal year beginning January 1, 2027, and ending December 31, 2027, a copy of which is attached to the original resolution.

Passed and approved this 28th day of September 2026.

William Davis, HASLC Chair

Daniel Nackerman, Executive Director

APPROVED AS TO FORM:

Gilmore & Bell, LLP

Housing Authority of Salt Lake City

Staff Report

Report Provided by: Kim Wilford/Jennifer Nakao
Department: Finance

Subject: RESOLUTION # 903-2027
Approving the FY 2027 Operating Budget for 'Public Housing'

September 28, 2027



**Housing Authority
of
Salt Lake City**

BACKGROUND:

In accordance with policy, on an annual basis, the Public Housing (PH) Operating Budget was prepared for fiscal year 2027 which runs from January 1, 2027, to December 31, 2027. Attached are the financial highlights for the 2027 Public Housing budget with comparable historical data for 2024-2026. Once approved, this budget will be forwarded to the U.S. Department of Housing and Urban Development (HUD).

PROCESS:

HASLC prepares a budget that reflects projections of revenues and expenses for each activity and property based on the best available data through July 2026. Prior year trends and analyses of current activity along with an evaluation of individual property needs are also reviewed and incorporated. The 2027 overhead expenses are allocated based on a systematic method that incorporates the number of units, types of property, and historical trends of each property. Management believes that this method provides a solid basis for projecting revenue and expenses for each of the properties or activities. The presentation contains the 2027 budget compared to the 2026 projected estimated actual expenses.

It is common for the PH budget, like those of many housing authorities nationwide, to reflect a deficit, as HUD and Congress continue to underfund these aging programs.

HASLC made a plan more than a decade ago to exit the Public Housing program. To date, over 1,400 units have been converted out of PH, significantly improving the agency's fiscal stability. Plans continue for the exit of the remaining two properties, Romney Plaza and Philips Plaza, in addition to removal of the main office and warehouse buildings. Capital Fund grants provide resources for improvements to PH properties, and the FY 2027 budget includes funds earmarked for both necessary maintenance and preparations for eventual conversion.

FISCAL ANALYSIS:

The FY 2027 Public Housing operating **revenue** is budgeted at \$1,365,569 reflecting an increase of **\$132,992** compared to FY 2026 projections. Operating **expenses** (excluding depreciation) are budgeted at **\$1,829,606**, an decrease of **\$135,109** from FY 2026 projections.

Notable budget changes include:

- **Dwelling rents** are expected to decrease with a lower occupancy and rental rate.
- **Admin expenses** are expected to decrease due to office rent and sundry.
- **Utility costs** are expected to increase modestly due to rate increases but the xeriscaping improvements at Romney Plaza will help mitigate the increases in water and sewer.
- **Ordinary maintenance** are expected to decrease with the recent improvements and replacements related to the elevators and xeriscaping at the properties.

The projected **deficit for FY 2027 is (\$464,037)**. This shortfall is expected to deplete the remaining Public Housing operating reserves during the 4th quarter. The HASLC has capacity to utilize Capital Fund for continued operating expenses in this event. Additionally, HUD maintains shortfall operating funds for this purpose.

STAFF RECOMMENDATION:

Adopt resolution # 903 -2026 approving the FY 2027 Public Housing Operating Budget for submittal to the U.S. Department of Housing and Urban Development (HUD).

RESOLUTION 903-2026

**RESOLUTION OF THE BOARD OF COMMISSIONERS OF THE HOUSING
AUTHORITY OF SALT LAKE CITY (HASLC) ADOPTING THE PUBLIC
HOUSING OPERATING BUDGET FOR HASLC'S PUBLIC HOUSING
PROGRAMS FOR THE CALENDAR YEAR BEGINNING JANUARY 1, 2027,
AND ENDING DECEMBER 31, 2027**

WHEREAS: the Housing Authority of Salt Lake City has diligently prepared a Public Housing Operating Budget for public housing programs whose fiscal and calendar year begins January 1, 2027, and ends December 31, 2027 (the "2027 Public Housing Budget"), and the individual 2027 Operating Budgets have been presented to and discussed with the Board; and

WHEREAS: the 2027 Public Housing Operating Budget has been prepared in accordance with U.S. Department of Housing and Urban Development regulations, State of Utah regulations, and HASLC internal policies; and

WHEREAS: the 2027 Public Housing Operating Budget proposes expenditures that are necessary for the efficient and economical operation of HASLC's public housing programs; and

WHEREAS: the proposed 2027 Public Housing Operating Budget will adequately fund operation of public housing programs and does not provide for funding in excess of revenue.

NOW THEREFORE, be it resolved that the Board adopts the Housing Authority of Salt Lake City's 2027 Public Housing Operating Budget and the individual operating budgets as presented solely for public housing programs for the calendar year beginning January 1, 2027, and ending December 31, 2027, copies of which are attached to the original resolution.

Passed and approved this 28th day of September 2026.

William Davis, HASLC Chair

Daniel Nackerman, Executive Director

APPROVED AS TO FORM:

Gilmore & Bell, LLP

Housing Authority of Salt Lake City Staff Report

Report Provided by: CFO, Jennifer Nakao
Department: Finance

Item: Fiscal Year 2026 Financial Statements through August

September 28, 2026



Housing Authority
of
Salt Lake City

BACKGROUND AND METRICS:

This report covers 19 properties (904 units) under Housing Authority Salt Lake City (“HASLC”), plus the HASLC Management Fund, and the Voucher (Section 8) programs.

The “Consolidated” financial report for HASLC properties and programs (excluding HAME or HDC, which are shown separately) reflects the full scope of properties and programs under HASLC and demonstrates a strong financial position through August 2026.

The report shows **net residual receipts (income) of \$2,670,155**, driven by year-to-date revenues of **\$38,856,035** and expenses totaling **\$36,185,880**, exceeding the budget projection by **\$566,346**.

- HASLC’s “Owned” properties realized a **net residual income of \$1,636,630** through August, exceeding budgeted expectations by **\$122,510**. Both dwelling rents and other operating income (parking and other services) continue to be above budget as the 3rd party management companies continue to focus their efforts on these areas. There have been some casualty losses at Rendon Terrace and Taylor Gardens but they are expected to have corresponding insurance proceeds once the claims are finalized and approved.
- The “Voucher” programs, primarily Section 8, produced a net **residual income of \$185,838** from administrative fee income and related expenses, surpassing the budgeted net income by **\$319,988**. Housing Assistance Payments (HAP) to landlords through August resulted in HUD over funding of \$690,429.
- Our “Public Housing” properties are currently facing a **net deficit of (\$550,633)**, which is **\$287,919** higher than the year-to-date projected deficit. To address this, the agency has utilized existing program reserves and capital funds, which are expected to be exhausted this year. Due to continued lower lease rental income, higher payroll, and ordinary contract expenses, another budget revision might be needed.
- Our Housing Authority “Homeless” properties had a **net residual income of \$25,437**, which is **\$95,017** below the budgeted surplus. This variance is primarily due to lower dwelling income related to occupancy across all properties. These are offset by lower-than-expected utilities, contract, and extraordinary expenses that are expected to fluctuate during the year. We will review these properties during next budget revision.

- The HASLC “Management Fund” currently shows a **net residual income of \$682,453**, which is **\$183,645** lower than budgeted. The variance is primarily due to increased admin payroll and administrative expenses that include higher than expected legal fees, rent and misc. sundry expenses. Most of the expenses are expected to normalize but we will review these expenses during the next budget revision.

As part of the Atkinson Stacks project, HASLC received a \$1 million Community Project Funding grant from HUD. The initial \$148k payment was received in December 2025 and the remaining \$850K was received in Q1 2026. These associated expenses are included in the Atkinson Stacks property “Work in Progress” (WIP) account until the project's completion. There is a ‘related party’ note receivable between HASLC and Atkinson Stacks, LLC for the same dollar amount.

Administrative expenses are higher than anticipated due to timing differences related to legal, audit, office rent, and advertising expenses. Maintenance payroll and materials were higher than expected due to additional time spent by the turn team at the Library Apartments and Public Housing for REAC Inspections and HVAC needs.

Note that the attached financial statements through August show the comparison to the 2026 budget approved by the Board in October 2025 and revised in May 2026.

ANALYSIS:

A summary of operating revenues and expenses (budget vs. actual) through August are shown above, and the FY26 financials are detailed in the subsequent pages.

Operating costs exclude depreciation, amortization, and capital expenses.

RECOMMENDATION:

Review and accept report. No action required.

Agency Wide Budget Comparison

Period = Aug 2026

Book = Accrual ; Tree = qtr_bis1

		YTD Actual	YTD Budget	Variance	% Var	Annual	
3000-0000	INCOME						
3190-0000	LEASE RENTAL & NONDWELLING RENTS	196,621	225,389	(28,768)	-13%	353,084	
3399-9999	OPERATING INCOME	12,360,604	12,206,395	154,209	1%	18,571,859	
3499-9999	INSURANCE PROCEEDS/DONATIONS	49,759	-	49,759	100%	-	1
3699-9999	OPERATING INCOME OTHER	1,878,748	2,520,368	(641,620)	-25%	3,780,551	2
3899-9999	GRANT/SUBSIDY INCOME	39,817,349	37,971,777	1,845,572	5%	56,957,666	
3999-9999	TOTAL INCOME	54,303,081	52,923,930	1,379,151	3%	79,663,160	
4000-0000	EXPENSE						
4112-9999	ADMIN PAYROLL	5,514,354	5,993,783	479,429	8%	8,990,681	
4299-9999	ADMINISTRATIVE EXPENSE	2,638,302	2,388,963	(249,339)	-10%	3,544,632	
4339-9999	UTILITIES	1,365,736	1,319,342	(46,394)	-4%	1,979,014	
4419-9998	MAINT/OPER PAYROLL	1,014,161	897,572	(116,589)	-13%	1,346,355	
4429-9998	MATERIALS-ORD MAINT	289,297	268,101	(21,197)	-8%	402,151	
4440-9999	CONTRACT COSTS-ORD MAINT	1,339,143	1,281,106	(58,038)	-5%	1,921,661	
4579-9999	OTHER GENERAL EXPENSE	1,073,792	977,984	(95,808)	-10%	1,466,968	
4589-9999	INTEREST EXPENSE	1,076,256	1,069,485	(6,771)	-1%	1,604,227	
4599-9998	OTHER GENERAL, PROP TAX	236,302	190,184	(46,118)	-24%	285,272	3
4610-9999	EXORD EXPENSES	279,986	278,806	(1,180)	0%	418,209	
4629-9999	CASUALTY LOSSES	205,073	-	(205,073)	-100%	-	4
4799-9999	HOUSING ASSIST PMTS	28,125,408	28,422,668	297,260	1%	42,634,002	
4969-9999	FEES/DONATIONS	43,611	10,000	(33,611)	-336%	15,000	5
7999-9999	TOTAL EXPENSES	43,201,422	43,097,994	(103,428)	0%	64,608,172	
8999-9999	NET PROFIT/LOSS	11,101,659	9,825,936	1,275,723	13%	15,054,988	

Explanations for variances of \$20,000 and 15% and anything deemed unusual.

1. Riverside experienced a casualty loss of \$140,000 in 2025 and insurance proceeds received of \$130,000 (less the \$10,000 deductible). The \$21,770 was the final payment to reimburse for the flood damaged units. Additionally, Taylor Springs (\$15k) and Rendon Terrace (\$18k) also received proceeds for damage to the properties.

2. Other operating income primarily includes interest earned, management fees, and developer fees. The developer fee for Erma's @ Fairmont (\$313k) was received in June with a portion deferred. A budget revision will be made next month to adjust for the timing of developer fees for Atkinson Stacks and Erma's @ Fairmont. There was also a decrease to management fees (\$15k) and lease income (\$34k) from Capitol Homes. Additional interest income (\$67k) is partially off-setting the overall decrease.

3. Other general expenses include management fees, business licenses, property taxes, and misc expenses. The higher amount is partially due to timing of fees and licenses as the budgeted expenses are allocated over the year but the payments are made in full. These are expected to normalize by year end.

4. Casualty expenses related to flood damaged units at Riverside were approximately \$140k (\$70k paid in 2025). Casualty losses also include the final payment for water and mold mitigation on two units at JSA II. An insurance claim has been submitted and reimbursement is anticipated.

5. Fees and donations UHC fees and investor fees. These will be assessed during the next budget revision.

All HASLC Combined (Owned, Voucher, Public Housing, Homeless, Management Fund)

Budget Comparison

Period = Aug 2026

Book = Accrual ; Tree = qtr_bis1

		YTD Actual	YTD Budget	Variance	% Var	Annual
3000-0000	INCOME					
3190-0000	LEASE RENTAL & NONDWELLING RENTS	169,029	183,173	(14,144)	-8%	289,760
3399-9999	OPERATING INCOME	6,405,488	5,952,621	452,867	8%	8,928,932
3499-9999	INSURANCE PROCEEDS/DONATIONS	15,271	-	15,271	100%	-
3699-9999	OPERATING INCOME OTHER	816,740	840,141	(23,401)	-3%	1,260,211
3899-9999	GRANT/SUBSIDY INCOME	31,449,507	30,810,004	639,503	2%	45,790,007
3999-9999	TOTAL INCOME	38,856,035	37,785,939	1,070,096	-3%	56,268,910
4000-0000	EXPENSE					
4112-9999	ADMIN PAYROLL	3,284,034	3,723,203	439,169	12%	5,584,804
4299-9999	ADMINISTRATIVE EXPENSE	1,605,364	1,470,635	(134,729)	-9%	2,181,302
4339-9999	UTILITIES	695,466	663,328	(32,138)	-5%	994,992
4419-9998	MAINT/OPER PAYROLL	603,273	496,950	(106,323)	-21%	745,425
4429-9998	MATERIALS-ORD MAINT	161,828	155,249	(6,579)	-4%	232,874
4440-9999	CONTRACT COSTS-ORD MAINT	711,367	654,563	(56,804)	-9%	981,844
4579-9999	OTHER GENERAL EXPENSE	670,265	627,283	(42,982)	-7%	940,925
4589-9999	INTEREST EXPENSE	389,068	383,507	(5,561)	-1%	575,261
4599-9998	OTHER GENERAL, PROP TAX	85,147	57,409	(27,738)	-48%	86,113
4610-9999	EXORD EXPENSES	138,777	161,133	22,356	14%	241,700
4629-9999	CASUALTY LOSSES	54,785	-	(54,785)	-100%	-
4799-9999	HOUSING ASSIST PMTS	27,773,546	27,288,870	(484,676)	-2%	40,933,305
4969-9999	FEES/DONATIONS	12,960	-	(12,960)	-100%	-
7999-9999	TOTAL EXPENSES	36,185,880	35,682,130	(503,750)	-1%	53,498,545
8999-9999	NET PROFIT/LOSS	2,670,155	2,103,809	566,346	27%	2,770,365

Explanations for variances of \$20,000 and 15% and anything deemed unusual.

1. The maintenance payroll increase is primarily due to the Library property (\$10.5k), Cambridge Cove (\$15.6k), Taylor Springs (\$10k) and public housing (\$84k). The maintenance team was redirected to turn two of the three Library units that had excessive damage at move-out. Additional time was spent by the turn team including overtime at the public housing properties to address repairs for the HUD REAC inspection and HVAC issues. We will continue to monitor maintenance payroll and include in the next budget revision as needed.

2. Other general expenses include management fees, business licenses, property taxes, and misc expenses. The higher amount is partially due to timing of fees and licenses as the budgeted expenses are allocated over the year but the payments are made in full. These are expected to normalize by year end.

3. Extraordinary expenses are lower than budgeted as some of the extraordinary expenses were reclassified to casualty losses as they are eligible and expected to be offset by insurance proceeds less the standard deductible (\$10k). As these expenses fluctuate during the year, we will monitor and consider during next budget revision.

4. Casualty losses are due to water damage at Romney Plaza and Taylor Gardens.

HASLC Owned Properties (haslcown)

Taylor Springs, Taylor Gardens, 9th East, Rendon, Canterbury, Cambridge Cove, Jefferson Circle, Book Cliffs Lodge & Red House

Period = Aug 2026

Book = Accrual ; Tree = qtr_bis1

		YTD Actual	YTD Budget	Variance	% Var	Annual	
3000-0000	INCOME						
3190-0000	LEASE RENTAL & NONDWELLING RENTS	40,324	39,080	1,244	3%	58,620	
3399-9999	OPERATING INCOME	4,261,425	4,054,904	206,521	5%	6,082,356	1
3499-9999	INSURANCE PROCEEDS/DONATIONS	15,271	-	15,271	100%	-	
3699-9999	OPERATING INCOME OTHER	244,025	211,890	32,135	15%	317,835	2
3899-9999	GRANT/SUBSIDY INCOME	22,614	27,407	(4,793)	-17%	41,110	
3999-9999	TOTAL INCOME	4,583,659	4,333,281	250,378	6%	6,499,921	
4000-0000	EXPENSE						
4112-9999	ADMIN PAYROLL	412,383	473,557	61,174	13%	710,335	
4299-9999	ADMINISTRATIVE EXPENSE	526,343	471,558	(54,785)	-12%	682,687	
4339-9999	UTILITIES	412,858	372,105	(40,753)	-11%	558,157	
4419-9998	MAINT/OPER PAYROLL	277,812	256,749	(21,063)	-8%	385,124	
4429-9998	MATERIALS-ORD MAINT	96,191	100,516	4,325	4%	150,774	
4440-9999	CONTRACT COSTS-ORD MAINT	345,601	345,976	375	0%	518,964	
4579-9999	OTHER GENERAL EXPENSE	260,998	234,337	(26,661)	-11%	351,505	
4589-9999	INTEREST EXPENSE	380,503	383,507	3,004	1%	575,261	
4599-9998	OTHER GENERAL, PROP TAX	55,371	35,189	(20,182)	-57%	52,783	3
4610-9999	EXORD EXPENSES	138,317	145,667	7,350	5%	218,500	
4629-9999	CASUALTY LOSSES	33,692	-	(33,692)	-100%	-	4
4969-9999	FEES/DONATIONS	6,960	-	(6,960)	-100%	-	
7999-9999	TOTAL EXPENSES	2,947,029	2,819,161	(127,868)	-5%	4,204,090	
8999-9999	NET PROFIT/LOSS	1,636,630	1,514,120	122,510	-8%	2,295,831	

Explanations for variances of \$20,000 and 15% and anything deemed unusual.

- Operating income is higher primarily due to increased rents for renewals and move-ins at Taylor Springs (\$99k), Taylor Gardens (\$78k), 9th (\$14k), and Rendon (\$8.7k).
- Other operating income is higher than budget primarily due to interest income (\$10k) and maintenance charges (\$15k).
- Other general expenses include management fees, business licenses, property taxes, and misc expenses. The higher amount is partially due to timing of fees and licenses as the budgeted expenses are allocated over the year but the payments are made in full. These are expected to normalize by year end.
- Casualty losses were incurred at Rendon Terrace (\$18k) and Taylor Gardens (\$15k).

Voucher Properties (voucher)

Budget Comparison

Period = Aug 2026

Book = Accrual ; Tree = qtr_bis1

		YTD Actual	YTD Budget	Variance	% Var	Annual	
3000-0000	INCOME						
3399-9999	OPERATING INCOME	50,667	2,060	48,607	2360%	3,090	1
3699-9999	OPERATING INCOME OTHER	11,450	13,769	(2,320)	-17%	20,654	
3899-9999	GRANT/SUBSIDY INCOME	2,326,025	2,372,563	(46,538)	-2%	3,558,845	
3999-9999	TOTAL INCOME	2,388,142	2,388,393	(251)	0%	3,582,589	
4000-0000	EXPENSE						
4112-9999	ADMIN PAYROLL	1,441,513	1,816,417	374,905	21%	2,724,626	2
4299-9999	ADMINISTRATIVE EXPENSE	498,682	461,438	(37,243)	-8%	692,157	
4429-9998	MATERIALS-ORD MAINT	431	-	(431)	-100%	-	
4440-9999	CONTRACT COSTS-ORD MAINT	2,412	5,439	3,027	56%	8,158	
4579-9999	OTHER GENERAL EXPENSE	179,314	169,583	(9,731)	-6%	254,374	
4599-9998	OTHER GENERAL, PROP TAX	23,496	14,114	(9,382)	-66%	21,171	
4799-9999	HOUSING ASSIST PMTS	56,457	55,552	(905)	-2%	83,328	
7999-9999	TOTAL EXPENSES	2,202,304	2,522,543	320,239	13%	3,783,814	
8999-9999	NET PROFIT/LOSS	185,838	(134,150)	319,988	239%	(201,225)	
3802-6000	GRANT/SUBSIDY INCOME (voucher)	28,407,518	27,233,318	1,174,200	`	40,849,977	
4799-9999	HOUSING ASSIST PMTS (voucher)	27,717,089	27,233,318	(483,771)	-2%	40,849,977	
	Current Amount Overfunded	690,429	-	690,429	100%	-	

Explanations for variances of \$20,000 and 15% and anything deemed unusual.

1. Income is higher than anticipated due to administrative fees earned from portable vouchers and FSS forfeitures. FSS forfeited funds are used to support other current FSS participants.

2. Payroll costs were reallocated in the May budget revision to better reflect the activity at each property. This resulted in current expenses being under budget and is expected to normalize over the remainder of the year.

Public Housing (.fs400)

Romney and Phillips Plaza

Period = Aug 2026

Book = Accrual ; Tree = qtr_bis1

		YTD Actual	YTD Budget	Variance	% Var	Annual	
3000-0000	INCOME						
3190-0000	LEASE RENTAL & NONDWELLING RENTS	40,000	50,000	(10,000)	-20%	90,000	
3399-9999	OPERATING INCOME	435,934	540,963	(105,029)	-19%	811,445	1
3699-9999	OPERATING INCOME OTHER	53,687	45,180	8,507	19%	67,770	
3899-9999	GRANT/SUBSIDY INCOME	281,324	282,000	(676)	0%	423,000	
3999-9999	TOTAL INCOME	810,945	918,143	(107,198)	-12%	1,392,215	
4000-0000	EXPENSE						
4112-9999	ADMIN PAYROLL	464,728	477,315	12,587	3%	715,973	
4299-9999	ADMINISTRATIVE EXPENSE	157,677	133,645	(24,032)	-18%	200,467	2
4339-9999	UTILITIES	177,483	184,123	6,640	4%	276,185	
4419-9998	MAINT/OPER PAYROLL	207,409	123,267	(84,142)	-68%	184,900	3
4429-9998	MATERIALS-ORD MAINT	32,994	20,800	(12,194)	-59%	31,200	
4440-9999	CONTRACT COSTS-ORD MAINT	195,005	132,638	(62,367)	-47%	198,957	4
4579-9999	OTHER GENERAL EXPENSE	100,561	104,729	4,168	4%	157,094	
4599-9998	OTHER GENERAL, PROP TAX	4,628	4,340	(288)	-7%	6,510	
4629-9999	CASUALTY LOSSES	21,093	-	(21,093)	-100%	-	5
7999-9999	TOTAL EXPENSES	1,361,578	1,180,857	(180,721)	-15%	1,771,286	
8999-9999	NET PROFIT/LOSS	(550,633)	(262,714)	(287,919)	-110%	(379,071)	

Explanations for variances of \$20,000 and 15% and anything deemed unusual.

1. Dwelling rents budgeted at 95% occupancy and actual occupancy is 93%. Additionally, rent charges are based on 30% residents income. Lower incomes for residents has created an additional variance in this area.
2. Administrative expenses include legal, audit, office rent, advertising, management fees, etc. The primary increase is due to admin contracts (\$11.4k) related to security systems and management fees for the main office (\$5.4k) due to increased hours spent by the 3rd party management company.
3. Maintenance payroll overtime has not historically been budgeted, however additional maintenance staff time for REAC preparation and resolution of exigent items, the chiller issues and plumbing leaks at Phillips Plaza. In addition to staff reallocation for emergency need, there is approx. \$23k of overtime through August 2026. We will monitor these expenses for the next budget revision.
4. Ordinary maintenance contract expenses increased due to additional security services (\$18k) following a tenant incident at Phillips Plaza. There was an increase in trash removal services (\$17k), landscaping (\$10k) due to a sink hole and irrigation services. Additionally, janitorial services (\$16k) were not included in the budget. These expenses will be reviewed and considered as part of the next budget revision.
5. Casualty losses are related to mitigation expenses resulting from water damage at Romney Plaza in June.

HASLC Homeless Properties (haslhome)

Cedar Crest, Transitional, Valor Apartments, Freedom Landing & Valor House

Period = Aug 2026

Book = Accrual ; Tree = qtr_bis1

		YTD Actual	YTD Budget	Variance	% Var	Annual
3000-0000	INCOME					
3190-0000	LEASE RENTAL & NONDWELLING RENTS	88,704	88,704	-	0%	133,056
3399-9999	OPERATING INCOME	1,171,282	1,322,019	(150,737)	-11%	1,983,029
3699-9999	OPERATING INCOME OTHER	12,932	30,110	(17,178)	-57%	45,165
3899-9999	GRANT/SUBSIDY INCOME	36,896	44,717	(7,821)	-17%	67,075
3999-9999	TOTAL INCOME	1,309,814	1,485,550	(175,736)	-12%	2,228,325
4000-0000	EXPENSE					
4112-9999	ADMIN PAYROLL	586,357	638,557	52,200	8%	957,835
4299-9999	ADMINISTRATIVE EXPENSE	170,620	174,691	4,072	2%	262,037
4339-9999	UTILITIES	103,920	105,876	1,956	2%	158,815
4419-9998	MAINT/OPER PAYROLL	107,528	114,489	6,961	6%	171,734
4429-9998	MATERIALS-ORD MAINT	29,964	33,467	3,502	10%	50,200
4440-9999	CONTRACT COSTS-ORD MAINT	163,174	166,587	3,413	2%	249,880
4579-9999	OTHER GENERAL EXPENSE	118,595	112,783	(5,812)	-5%	169,174
4599-9998	OTHER GENERAL, PROP TAX	3,758	3,179	(580)	-18%	4,768
4610-9999	EXORD EXPENSES	460	15,467	15,007	97%	23,200
7999-9999	TOTAL EXPENSES	1,284,377	1,365,096	80,719	6%	2,047,643
8999-9999	NET PROFIT/LOSS	25,437	120,454	(95,017)	-79%	180,682

Explanations for variances of \$20,000 and 15% and anything deemed unusual.

HASLC Management Fund

Budget Comparison

Period = Aug 2026

Book = Accrual ; Tree = qtr_bis1

		YTD Actual	YTD Budget	Variance	% Var	Annual	
3000-0000	INCOME						
3190-0000	LEASE RENTAL & NONDWELLING RENTS	-	5,389	(5,389)	-100%	8,084	
3399-9999	OPERATING INCOME	10,238	32,675	(22,437)	-69%	49,012	1
3699-9999	OPERATING INCOME OTHER	494,646	539,191	(44,545)	-8%	808,787	
3899-9999	GRANT/SUBSIDY INCOME	851,071	850,000	1,071	0%	850,000	
3999-9999	TOTAL INCOME	1,355,955	1,427,255	(71,300)	-5%	1,715,883	
4000-0000	EXPENSE						
4112-9999	ADMIN PAYROLL	379,052	317,357	(61,695)	-19%	476,035	2
4299-9999	ADMINISTRATIVE EXPENSE	252,042	229,303	(22,739)	-10%	343,954	
4339-9999	UTILITIES	1,205	1,223	18	1%	1,835	
4419-9998	MAINT/OPER PAYROLL	10,525	2,445	(8,080)	-330%	3,667	
4429-9998	MATERIALS-ORD MAINT	2,248	467	(1,781)	-381%	700	
4440-9999	CONTRACT COSTS-ORD MAINT	5,175	3,923	(1,252)	-32%	5,885	
4579-9999	OTHER GENERAL EXPENSE	10,797	5,852	(4,945)	-85%	8,778	
4589-9999	INTEREST EXPENSE	8,565	-	(8,565)	-100%	-	
4599-9998	OTHER GENERAL, PROP TAX	(2,107)	587	2,694	459%	881	
4969-9999	FEES/DONATIONS	6,000	-	(6,000)	-100%	-	
7999-9999	TOTAL EXPENSES	673,502	561,157	(112,345)	-20%	841,735	
8999-9999	NET PROFIT/LOSS	682,453	866,098	(183,645)	-21%	874,148	

Explanations for variances of \$20,000 and 15% and anything deemed unusual.

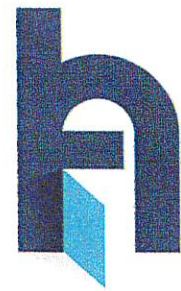
1. Operating income is under budget primarily due to vacancy at the Library (3 units). We will continue to monitor and assess at the next budget revision.
2. Payroll costs have been reallocated in the budget revision to better reflect the activity at each property. This resulted in current expenses being over budget here and under budget in other properties, and is expected to normalize over the remainder of the year.

Housing Authority of Salt Lake City
Staff Report

Report Prepared by: Kelly Walsh, Senior Housing Analyst

Subject: RESOLUTION # 904 -2027 Approving the 2027 Annual PHA Plan and MTW Supplement for Submittal to the U.S. Department of Housing and Urban Development (HUD)

September 28, 2026



**Housing Authority
of
Salt Lake City**

BACKGROUND:

The U.S. Department of Housing and Urban Development (HUD) requires the 3,200 + Housing Authorities in the U.S. to prepare an Annual Public Housing Agency (PHA) Plan that serves as a ready source for interested parties to locate basic PHA policies, rules, and requirements concerning the PHA's operations, programs, and services. The Annual PHA Plan informs HUD, families served, and members of the public of the PHA's mission, goals, and objectives.

The Annual PHA Plan includes revisions to elements and updates since the last Annual PHA Plan submission, new activities planned for the current and following fiscal year, a progress report on the PHA's mission and goals described in the 5-Year Plan, findings from the most recent fiscal year audit (if any), a copy of the most recent HUD approved 5-Year Action Plan for the use of Capital Funds, and all required certifications. The 2027 Annual PHA Plan additionally includes the Moving to Work (MTW) Supplement detailing selected activities and waivers for the Public Housing and Housing Choice Voucher (HCV) programs.

ANALYSIS:

2027 Annual PHA Plan and MTW Supplement Overview

- Significant policy changes include revisions to align with HASLC's MTW Supplement, the Housing Opportunity Through Modernization Act (HOTMA), and other HUD guidance. Also included are clarifications to existing policies.
 - Proposed New 2027 MTW Activity: additional landlord incentive for new landlords renting in low-poverty census tracts to encourage resident mobility.
- Financial information regarding 2027 anticipated federal resources and use.
- Update on our Rental Assistance Demonstration conversion application for remaining Public Housing properties.
- Project-Based Voucher issuance (current and planned).
- Modernization and development activities.
- Information regarding progress towards HASLC's 5-Year Plan goals (solid progress shown).
- Planned Capital Fund projects.
- 2025 audit results.

PUBLIC AND RESIDENT PROCESS:

The 2027 Annual PHA Plan and MTW Supplement were posted on the HASLC website and made available at Public Housing property offices and the HASLC main office for a required 45-day public review period. An advertisement for the public review period and hearing was published in local papers and the HASLC website.

The 2027 Annual PHA Plan and MTW Supplement were presented to the Resident Advisory Board (RAB) on September 22, 2026, with a public hearing on September 24, 2026. Any comments received by the public and the RAB are considered and included in the final submission to HUD.

RECOMMENDATION:

Adopt Resolution # 904 -2026 approving the submission of the 2027 Annual PHA Plan and MTW Supplement to the U.S. Department of Housing and Urban Development.

RESOLUTION 904-2026

**RESOLUTION OF THE BOARD OF COMMISSIONERS OF THE
HOUSING AUTHORITY OF SALT LAKE CITY
APPROVING THE FISCAL YEAR 2027 ANNUAL PHA PLAN WITH MTW SUPPLEMENT**

WHEREAS, the U.S. Department of Housing and Urban Development (HUD) requires each Public Housing Agency (PHA) to submit Annual PHA Plans as required by the 1998 Quality Housing and Work Responsibility Act, and

WHEREAS, the Housing Authority of Salt Lake City (HASLC) has completed its planning and related preparation for its Annual PHA Plan for 2027, and

WHEREAS, HASLC received approval to participate in HUD's Moving to Work (MTW) Landlord Incentives Cohort under HUD's MTW Expansion and therefore must include an MTW Supplement in its Annual PHA Plan, and

WHEREAS, HASLC has completed its planning and related preparation for the MTW Supplement needed for inclusion in its Annual PHA Plan for 2027.

NOW THEREFORE, be it resolved that the Board of Commissioners of the Housing Authority of Salt Lake City hereby approves the HASLC 2027 Annual PHA Plan with its MTW Supplement and all required certifications included, pending the conclusion of the public hearing process.

Passed and approved on this 28th day of September 2026.

William Davis, Chair
Housing Authority of Salt Lake City

Daniel Nackerman, Executive Director
Housing Authority of Salt Lake City

Gilmore Bell, P.C.

APPROVED AS TO FORM:

Housing Authority of Salt Lake City
Staff Report

Report Provided by: Siah Siabi and Daniel Nackerman
Department: RED Team and Executive Office



**Item: Resolution # 909 -2026 Authorizing the Commitment of 75
Project Based Vouchers (PBV's) for the Granary Flats Development in Salt
Lake City**

September 28, 2026



Housing Authority
of
Salt Lake City

BACKGROUND:

The Housing Authority of Salt Lake City (HASLC), through its Moving to Work (MTW) authority, administers the Project-Based Voucher (PBV) program with flexibility in accordance with the HASLC MTW Supplement to the Annual Plan and Administrative Plan.

Granary Flats consists of a mixed income property to be developed in The Granary District of Salt Lake City. The 150 new apartment units are intended to include 75 as "Project Based Vouchers, with a portion of those being our special MTW vouchers for the hard-to-house.

The primary owner (we are 20-25% development partner depending on the category) is Brinshore Development who intends to pursue most financing through the Utah Housing Corporation 9% Low-Income Housing Tax Credit (LIHTC) program. A PBV commitment is required to demonstrate project feasibility and support the financing application.

ANALYSIS:

HASLC is allowed to convert and reserve a certain percentage of Housing Choice Vouchers into "Project-based Vouchers (PBV's) which usually provide subsidy to a unit (vs. a voucher holder) for a period of at least fifteen (15) years. HASLC, as one of the few Moving to Work (MTW) sites in the U.S., is granted additional flexibility to utilize up to 50% of its base of vouchers for PBV assignment.

The action will accomplish the following:

- Allow our partnership to be more competitive in gaining funding.
- Add very affordable housing in a key downtown area.
- Strengthening the overall financing by adding to the total amount that can be borrowed and adding modestly to the service funding over 15+ years.

FINANCIAL ANALYSIS:

Almost all HAs in the U.S. can convert approximately 20% of its regular vouchers to PBV's without needing any more funding. PBV's help stimulate new housing production as the subsidy stays with the unit instead of moving with the tenant. HASLC can allocate many more than 20% due to its status as a "Moving to Work" (MTW) agency. These PBV's are drawn from our existing pool of Section 8 "tenant-based" vouchers meaning they were originally intended by the U.S. Department of Housing and Urban Development (HUD) to be assigned to individuals. HASLC has the capacity at present to reserve these and there is no direct negative impact on budgets.

The commitment of PBV's does not create a direct new funding obligation to HASLC, as subsidy is provided through existing Housing Choice Voucher funding. However, the designation reserves voucher capacity for long-term unit-based assistance and reduces availability for future PBV commitments.

The development will also help HASLC or HAME to gain significant developer fee and cash flow over time.

RECOMMENDATION:

Approve Resolution # 905 -2026 approving all necessary actions to reserve and commit 75 Project Based Vouchers (PBV's) within the Granary Flats development, for a term of at least fifteen (15) years, and approving all the necessary actions required to award and contract for such subject to 24 CFR 50-51 Environmental Clearance, 24 CFR 983.55 Subsidy Layering Review and approval, and execution of an AHAP agreement acceptable to HASLC.

RESOLUTION 905-2026

**RESOLUTION OF THE BOARD OF COMMISSIONERS OF THE HOUSING
AUTHORITY OF SALT LAKE CITY (HASLC) DESIGNATING PROJECT-
BASED VOUCHERS TO THE GRANARY FLATS DEVELOPMENT**

WHEREAS, the U.S. Department of Housing and Urban Development (HUD) permits public housing agencies to designate Housing Choice Vouchers as project-based vouchers that provide rental assistance tied to specific properties; and

WHEREAS, HASLC has sufficient budget authority and available unit capacity to approve sixty-six to seventy-five (66–75) project-based vouchers; and

WHEREAS, HASLC has determined that designating the sixty-six to seventy-five (66–75) vouchers for the Granary Flats development is consistent with and advances its mission and goals by assisting eligible families at the property; and

WHEREAS, the sixty-six to seventy-five (66–75) vouchers are currently designated as tenant-based vouchers; and

WHEREAS, HASLC intends to redesignate the sixty-six to seventy-five (66–75) vouchers as project-based vouchers, subject to satisfaction of all applicable requirements; and

WHEREAS, the Granary Flats development is owned by a partnership entity in which Housing Assistance Management Enterprise (HAME), an affiliated nonprofit of HASLC, is a member.

NOW, THEREFORE, BE IT RESOLVED that the Board of Commissioners hereby authorizes the designation and commitment of sixty-six to seventy-five (66–75) project-based vouchers for the Granary Flats development for a term consistent with federal PBV requirements, for the purpose of providing long-term rental assistance to eligible households, subject to all applicable HUD regulations and HASLC administrative policies.

PASSED AND APPROVED BY THE BOARD OF COMMISSIONERS OF THE HOUSING AUTHORITY OF SALT LAKE CITY THIS 28th DAY OF SEPTEMBER 2026.

William Davis, HASLC Chair

Daniel Nackerman,
Executive Director

APPROVED AS TO FORM:

Gilmore & Bell, LLP

Housing Authority of Salt Lake City
Staff Report

Report Provided by: Jackie Rojas
Department: Section 8



Project Name: **Resolution # 906 -2026 Payment Standards & Fair Market Rents**

September 28, 2026



Housing Authority
of
Salt Lake City

BACKGROUND/DESCRIPTION:

Every year HUD sets new Fair Market Rents (FMR), which are used by Housing Authorities (HA's) as a baseline to develop 'payment standards' in the Housing Choice Voucher Program. Payment standards are the local maximum subsidy a housing authority may pay on behalf of an assisted family. Housing Authorities are required to conduct an annual review of their payment standard schedule and amend it as needed to ensure that the payment standards remain within the basic range (90% to 110% of the new FMR).

The Housing Authority then pays these amounts to local landlords as a maximum subsidy amount. The HA also performs a "rent reasonableness review" in which rental units in the area are reviewed as comparable ensuring the HASLC does not pay more than is justified. This review considers the condition, location, and amenities of the unit.

HASLC utilizes the FMRs published by HUD for the Salt Lake County, Utah area. In addition to ensuring the Housing Authority pays appropriate rent, HASLC has the duty of Affirmatively Furthering Fair Housing, by providing opportunities for racial and economic integration, which can be impacted by rent structures.

PHA's monitor the adequacy of its payment standards throughout the year and must consider current market rates, the availability of suitable vacant units with rents below the payment standards, the time it takes to locate housing and the household rent burden (which HUD considers 30% to be affordable).

Based on the recently released FY2027 FMR's, HASLC staff analyzed market conditions and rent amounts of currently assisted units and determined that no change to current payment standards are required. Voucher rents are in line with the local market, and the average rent burden is 29% of adjusted monthly income. This will ensure the highest number of households continue to receive assistance and will have no negative impact on *housing choice* for residents. The recommendation for this review will result in Payment Standards averaging about 101% of local FMR.

FINANCIAL IMPLICATIONS:

Housing Assistance Payment (HAP) (subsidy to landlords) is expected to remain at current levels due to the payment standards not changing. As reported separately, based on current HAP expenditure, we have limited budget capacity for additional leasing of Special Purpose Vouchers, continued leasing of current Project Based Voucher units and capacity for new Project Based Vouchers.

All moves and recertifications will continue to be completed based on the household's approved voucher size and the current/approved payment standards.

STAFF RECOMMENDATION:

Adopt Resolution # 906 -2026 approving local Payment Standards for the Housing Choice Voucher (Section 8) Program effective October 1, 2026.

Housing Choice Voucher Payment Standard Analysis Summary:

Bedroom size	0	1	2	3	4	5	6	7
Number of Current Households	235	1301	648	414	116	36	13	7
Suggested Payment Standard (SAME)	1166	1405	1686	2276	2539	2961	3300	3910
Average Rent to Owner by Bed Size	1180	1278	1440	1774	1920	2131	2297	1948
Average HAP	1006	1003	1143	1372	1447	1521	1673	1624

HUD FMR 2027	1202	1349	1615	2143	2439	2805	3171	3537
Payment Standard % of HUD FMR	97%	101%	102%	102%	102%	102%	102%	102%

RESOLUTION 906-2026

**RESOLUTION OF THE BOARD OF COMMISSIONERS OF THE
HOUSING AUTHORITY OF SALT LAKE CITY
APPROVING THE HUD FY2027 PAYMENT STANDARDS**

WHEREAS, each year all housing authorities must consider and publish adjustments to their Payment Standards in response to the annual Fair Market Rates published by the U.S. Department of Housing and Urban Development (HUD); and

WHEREAS, the Housing Authority of Salt Lake City has analyzed the FY2027 Fair Market Rates and made adjustments to be effective October 1, 2026.

NOW, THEREFORE, BE IT RESOLVED that the Board of Commissioners of the Housing Authority of Salt Lake City approves the HUD FY2027 Payment Standards unless and until they are revised through Commission action at a later date.

Passed and approved on this 28th day of September 2026.

William Davis, Chair, HASLC

Daniel Nackerman, Executive Director

Gilmore Bell, P.C.

APPROVED AS TO FORM:

Housing Authority of Salt Lake City Staff Report

Report Provided by: Dan Nackerman and Paul Edwards

Department: Executive



**Approval to Execute a Contract
for Year-Round Landscaping and Snow/Ice Removal Services
with BLK Group at an Approximate Annual Amount of
\$133,430.**

September 28, 2026

BACKGROUND:

Housing Authority of Salt Lake City ("HASLC") issued RFP #26-025 to select one contractor to provide year-round landscaping, grounds maintenance, irrigation support, snow removal, and ice-control services at fourteen (14) of its properties. The RFP provides for an initial one-year term with the option of up to four optional one-year renewals.

PROCESS:

HASLC issued a request for proposals for **Year-Around Landscaping and Snow/Ice Removal Services (RFP #26-025)** on August 21, 2026. Staff directly marketed the RFP by email to twenty-one (21) landscaping and snow removal companies in northern Utah and surrounding areas. The RFP also posted on HASLC's procurement page on its website and published on the State of Utah's Utah Public Procurement Place (U3P) website. The RFP closed September 11, 2026. HASLC received twelve (12) proposals.

The RFP assigned 60 possible points to "Evaluated Price," 15 points to "Experience and Past Performance," 15 points to "Staffing, Equipment, and Capacity," and 10 points to "Approach, Quality Control, and Safety."

Many proposals provided little or no substantive narrative responsive to one or more qualitative factors, and several consisted primarily of pricing and required forms. Given the limited qualitative material available for comparison, staff did not convene a separate scoring committee. Proposals were instead scored administratively against the published criteria, with zero points assigned where a qualitative factor was not meaningfully addressed. Staff also corrected arithmetic where necessary using the submitted property rates and evaluation quantities, as permitted by the RFP. The final scoring results were as follows:

Rank / Proposer	Evaluated Price	Score
1. BLK Group	\$113,430.00	96.00
2. F4TE LLC	\$284,575.00	62.92
3. Elite Earth Landscaping	\$231,510.00	61.40
4. Roth Landscape Services	\$291,285.00	61.36
5. Huskie'z Landscaping	\$469,381.61	44.50
6. MD Property Services	\$170,069.56	40.02
7. 1SourceUtah	\$187,996.00	36.20
8. Boulder Landscaping	N/A*	35.00
9. Lawn & Landscape On Point	\$215,520.00	34.58
10. Earth Works Landscaping Services, Inc.	\$256,370.00	26.55
11. Platinum Lawn Service	\$263,900.00	25.79
12. Strong Contracting	\$323,350.00	21.05

* Boulder Landscaping stated its ice-control pricing on a per-pound basis and did not provide a calculable Total Evaluated Contract Price under the RFP evaluation formula; it therefore received zero evaluated-price points.

ANALYSIS:

BLK Group received the highest overall score at 96.00 points. Its \$113,430 evaluated price was the lowest and received the full 60 price points. BLK also received 36 of 40 qualitative points. The next highest-ranked proposals were F4TE LLC (62.92), Elite Earth Landscaping (61.40), and Roth Landscape Services (61.36).

FINANCIAL IMPACT:

BLK Group's \$113,430 Total Evaluated Contract Price is for proposal comparison only and is not a guaranteed annual expenditure. Actual payments will be based on awarded annual landscaping prices, winter snow/ice services actually performed at the awarded unit rates, and separately authorized work; winter costs will vary with weather and service needs.

RECOMMENDATION:

Authorize HASLC Executive Director to negotiate with BLK Group and, following successful negotiations, execute a contract for Year-Round Landscaping and Snow/Ice Removal Services for the initial one-year term, subject to final agreement on scope, rates, schedule and terms, final legal review, required insurance and licensing, and applicable funding or program requirements. If an agreement cannot be reached with BLK Group, authorize negotiations with the next-highest-ranked responsive proposer in descending order of final scoring.

Housing Authority of Salt Lake City
Staff Report

Report Provided by: Daniel Nackerman

Department: Executive

Subject: **Executive Director Update**

September 28, 2026



Housing Authority
of
Salt Lake City

The following is an outline for discussion of highlighted activities and milestones from the past month, as well as some emerging issues and projects:

- 1) MORE GROVE FUNDING COMPONENTS SUCCESSFUL BUT NOT ALL...AT \$3 MILL +/- GAP
- 2) RECEIVED 9% TAX CREDITS ON PHAROS!
- 3) RECEIVED TIME EXTENSION FROM STATE BOARD FOR GROVE
- 4) CONSTRUCTION AT 4 SITES SOLID PROGRESS AND SOLID BUDGET COMPLIANCE.
- 5) URBAN INDIAN CENTER PROJECT PARTNER AGREEMENT CLOSE - AND ARCHITECT SELECTION TO LAUNCH
- 6) GAS SHUT-OFF NOTICES MISTAKENLY DISTRIBUTED AT PHILLIPS PLAZA
- 7) FINANCIAL TERMS FOR PHILLIPS PLAZA RAD FINANCING ARRIVE LATE AND WORSE THAN ANTICIPATED
- 8) SEVERAL RAD MILESTONES ATTAINED
- 9) MANY SMALL PROPERTY IMPROVEMENT PROJECTS AT SEVERAL SITES UNDERWAY
- 10) OBSOLETE STATE AND SCHOOL PROPERTIES BEING ANALYZED.
- 11) NEWLY RENOVATED SUNRISE PROPERTY BEING LEASED-UP
- 12) MARKET STUDY RECEIVED FOR WASHINGTON FLATS
- 13) HASLC RE-ENTRY PROGRAM RESEARCHED AND ACTIVE

Thank you for your attention to these important matters and thank you for your leadership in helping this agency stay innovative and effective.

Housing Authority of Salt Lake City
Staff Report

Report Provided by: Jackie Rojas
Department: Section 8



Item: Voucher Leasing and Budget Utilization

September 28, 2026



Housing Authority
of
Salt Lake City

BACKGROUND:

One of the largest and most important programs at almost every Housing Authority in the U.S. is the Section 8 Program which HUD has renamed the Housing Choice Voucher (HCV) program. There are several types of Voucher Programs at our agency, which includes Tenant-Based, Project-Based and programs targeted at assisting veterans, non-elderly disabled, youth aging out of foster care and families working towards reunification. Through these programs, HASLC houses approximately 7,000 persons and provides rental payments to roughly 1,000 private landlords each month.

FUNDING AND UTILIZATION:

The Voucher Program is tasked with very complex administration by HUD, including difficult funding and utilization formulas. Housing Authorities are awarded an annual "Budget Authority" - the maximum amount of funding to provide rental subsidy through the year for Housing Choice Vouchers. The "Budget Authority" is based on the previous year's expenditure plus an inflation factor. HA's are also awarded a certain number of vouchers as described below.

- The number of Housing Choice Vouchers allocated to HASLC, also known as Unit Months Available (UMA) is 3,168 per month in 2026. The annual maximum UMA that may be leased in 2026 is 38,016. The number of UMA increased in 2026 due to HUD combining our allocated Mainstream Vouchers with our standard HCV allocation.
- The Annual Budget Authority for 2026 is \$39,804,814.

HUD expects each Housing Authority to maximize the number of units leased each year with the maximum utilization of the available budget. If these are not relatively balanced at the end of the year, there will be negative impacts on the program's future.

MONTHLY SUMMARY:

The attached data demonstrates total Leasing and Budget utilization through August 2026.

- LEASING: The Unit Months Leased for August 2026 is 2,759. Cumulatively, this is 59% of the Unit Months Available – ideally it would be 66.67%.
- BUDGET: The budget expenditure for August 2026 is \$3,109,239. This is 64.23% of the Budget Authority – ideally it would be 66.67%.

CONCLUSION:

While the data shows utilization below the allocated number of vouchers, we have purposefully been conservative due to the uncertainty of HUD's 2026 program funding levels as well as planning for the addition of new Project Based Vouchers.

As previously reported, with the recent release of our 2026 Budget Authority, we determined that we have capacity to begin issuing a limited number of HCV's. We have initiated selections from our waiting list for Targeted Funding programs (Family Unification Program and Non-Elderly Disabled). We have also issued Tenant-Based Vouchers to PBV participants that have completed a minimum one-year lease and submitted a request for the tenant-based option.

In addition to leasing the vouchers described above, we also continue to prioritize the leasing of Project Based Units and VASH Vouchers. Staff will continue to closely monitor leasing and budget expenditures both internally and through regular reviews of our "Two-Year-Tool" with HUD staff.

ACTION: Accept report. No vote needed.

Section 8 Leasing and Budget Summary as of August 31, 2026

MONTH	2026 Unit Months Available (UMA)	Actual Units Leased
JANUARY	3,168	2,848
FEBRUARY	3,168	2,839
MARCH	3,168	2,813
APRIL	3,168	2,803
MAY	3,168	2,799
JUNE	3,168	2,785
JULY	3,168	2,782
AUGUST	3,168	2,759
SEPTEMBER	3,168	
OCTOBER	3,168	
NOVEMBER	3,168	
DECEMBER	3,168	
	38,016	22,428

Reporting month target

66.67%

59.00%

MONTH	2026 Budget Authority	ACTUAL HAP EXPENSES
JANUARY	\$ 3,317,067	\$3,248,983
FEBRUARY	\$ 3,317,067	\$3,236,084
MARCH	\$ 3,317,067	\$3,232,402
APRIL	\$ 3,317,067	\$3,219,106
MAY	\$ 3,317,067	\$3,200,659
JUNE	\$ 3,317,067	\$3,174,786
JULY	\$ 3,317,067	\$3,143,723
AUGUST	\$ 3,317,067	\$3,109,239
SEPTEMBER	\$ 3,317,067	
OCTOBER	\$ 3,317,067	
NOVEMBER	\$ 3,317,067	
DECEMBER	\$ 3,317,067	
	\$ 39,804,804	\$ 25,564,982

Reporting month target

66.67%

64.23%

2026 HAP Funds Available
2026 HAP Funds Expended

\$39,804,814.00
\$25,564,982.00

YTD Target Utilization 66.67%	YTD Actual Utilization of all Funding Available 64.2%
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Housing Authority of Salt Lake City
Staff Report

Report Provided by: Britnee Dabb
Department: Executive



Item: Community Partners Report

Date: 09/28/2026



Housing Authority
of
Salt Lake City

HASLC recognizes the vital importance of building active community partnerships to strengthen the community and establish itself as a leader in affordable housing and related initiatives. The team consistently focuses on forming and maintaining these partnerships. This report highlights staff efforts to build or deepen relationships with organizations or individuals. It excludes routine meetings, many of which occur weekly or bi-weekly.

- Met with the **Weber County Housing Authority** to discuss the Second Chance Grant, which supports housing and case management for people experiencing chronic homelessness who have been involved with the justice system.
- Staff engaged in planning discussions with **PHADA** to identify ideas and opportunities for future conferences and professional training. These conversations focused on relevant topics, educational sessions, and resources that could strengthen staff knowledge, support professional development, and advance the organization's goals.
- Participated in a **U.S. Department of Housing and Urban Development (HUD)** meeting with other Moving to Work agencies to share best practices and discuss common challenges.
- Staff met with the new **Salt Lake City Council District 4** representative to introduce HASLC's programs and developments, including The Grove project.
- Staff met with representatives from **Redemption Bank**, including a board member who previously served as mayor of St. Louis, to discuss opportunities for community partnership. The conversation focused on identifying ways our organizations can collaborate, leverage shared resources, and support initiatives that address local community needs.
- HASLC board and staff met with the founder and Executive Director of **CORE Associates**, along with case management staff from the **Utah State Prison**, to discuss re-entry housing programs and how they operate. The conversation explored opportunities to improve coordination and connect individuals transitioning from incarceration with stable housing and supportive services.
- Staff participated in the celebration at **KWB Apartments** marking the opening of a new permanent supportive housing community from **First Step House** and **Housing Connect**. The event highlighted the collaborative efforts of community partners to expand access to stable, affordable housing and supportive services for individuals experiencing homelessness.

- Joined the **Salt Lake City Police 300 East Neighborhood Safety Collaborative** to discuss safety concerns, crime prevention, and coordination among community partners.
- Attended the **Salt Lake City Housing Stability Division** Resource Fair to answer housing questions and strengthen partnerships with local agencies.
- Met with **U.S. Department of Housing and Urban Development (HUD) Region VIII** staff to discuss veteran housing vouchers, available resources, and housing needs at Freedom Landing Apartments.
- Participated in the **Salt Lake Chamber** and **Utah Chamber Housing** and Homelessness Policy Committee meeting to discuss local housing challenges and possible solutions.
- Coordinated with **Salt Lake City Veterans Affairs** leadership to improve the Veterans Affairs Supportive Housing program, strengthen communication, and help more veterans secure housing at Freedom Landing Apartments.
- Met with **U.S. Department of Housing and Urban Development (HUD)** officials to discuss supporting a new Salt Lake City call center through candidate outreach and employment preparation.
- Joined a **Moving to Work Landlord Incentives Cohort** discussion to share strategies for recruiting and retaining landlords in housing assistance programs.
- Met with **Salt Lake City officials** and North Temple landlords to discuss housing conditions, landlord concerns, and issues affecting local properties and residents.

END OF THE REPORT

Housing Authority of Salt Lake City
Staff Report

Report Provided by: Deputy Director Zac Pau'u

Department: Property Management

Item: Key Performance Indicators (KPIs)
August 2026

September 28, 2026



**Housing Authority
of
Salt Lake City**

BACKGROUND:

The Property Management Department has developed Key Performance Indicators (KPIs) and associated metrics to monitor performance around essential activities. The tables below detail KPIs and metrics in focus for residential and commercial assets within 923 Housing Authority owned units and the 7 associated commercial spaces. They also provide other informational data points to help identify deficiencies and make appropriate corrections. Similar reports have been provided to break out units and commercial spaces owned and managed under Housing Assistance Management Enterprise (HAME) and Housing Development Corporation (HDC), as applicable. Units impacted by extraordinary circumstances such as methamphetamine remediation, flood, or fire that were previously excluded are identified as such in this report. Units impacted by outlying circumstances such as excessive extermination, excessive damage, or death are identified in this report as outliers.

Commercial square footage across the portfolio includes three spaces within residential properties: Beauty within Med Spa (760 square feet), Smart Salon Eyebrow Threading (650 square feet), and Raw Eddies vegan desserts (1,000 square feet), totaling approximately 2,410 square feet. The Main Office includes 7,500 square feet of leased commercial space occupied by Aviation AVA. The Oquirrh location includes Capitol Hill Academy (9,057 square feet) and Hearten Home (9,625 square feet), totaling 18,682 square feet of leased space, with an additional 11,847 square feet currently unleased.

Leased commercial space totals 28,592 square feet.

Unleased commercial space totals 11,847 square feet.

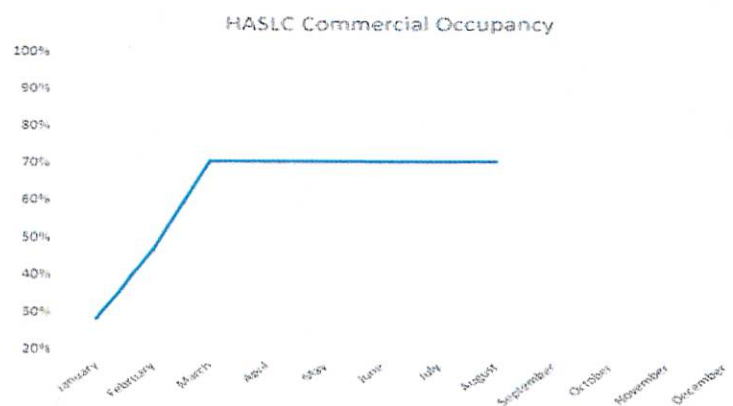
Total commercial space across the portfolio is 40,439 square feet.

ANALYSIS:

KPI: Commercial Occupancy

Metric: **≥90%** occupancy

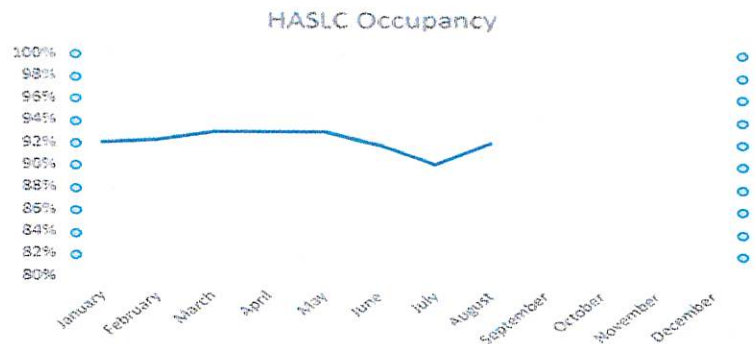
Commercial Occupancy	August
HASLC	70.7%



KPI: Average Housing Occupancy

Metric: >95% for stabilized properties

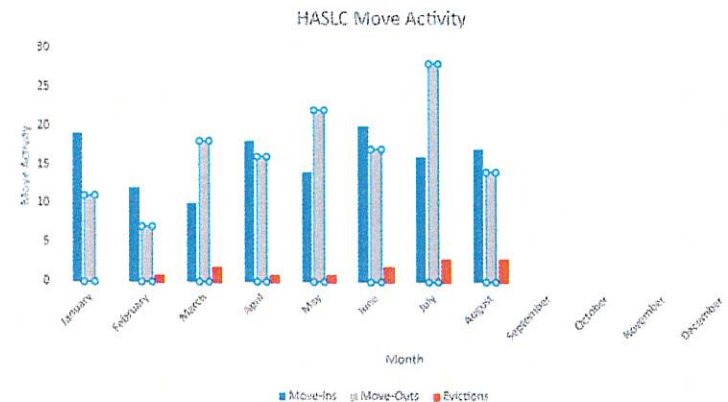
Average Occupancy	August
HASLC	92.00%



Move-ins	August
HASLC	17

Move-outs	August
HASLC	14

Evictions	August
HASLC	3



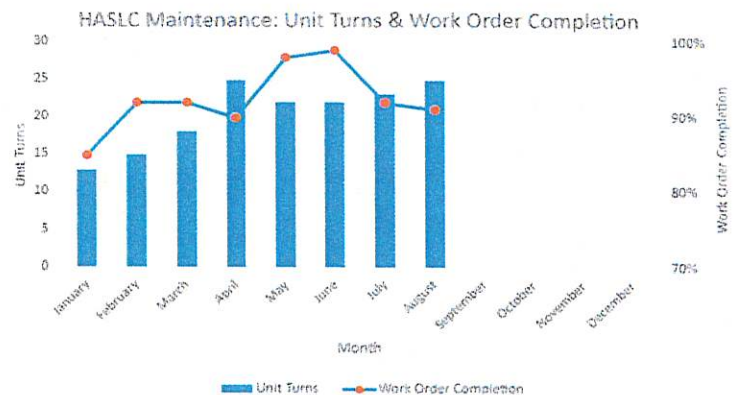
KPI: Work order completion

Metric: >90%

For the month of August, 91% of work orders submitted during the reporting period were completed.

Total Work Orders	August
HASLC	411

Unit Turns Completed	August
HASLC	25



KPI: Average Number of Days Vacant

Metric: Average 20 days or less

The days vacant are calculated at move-in, calculating the average number of days from move-out to move-in.

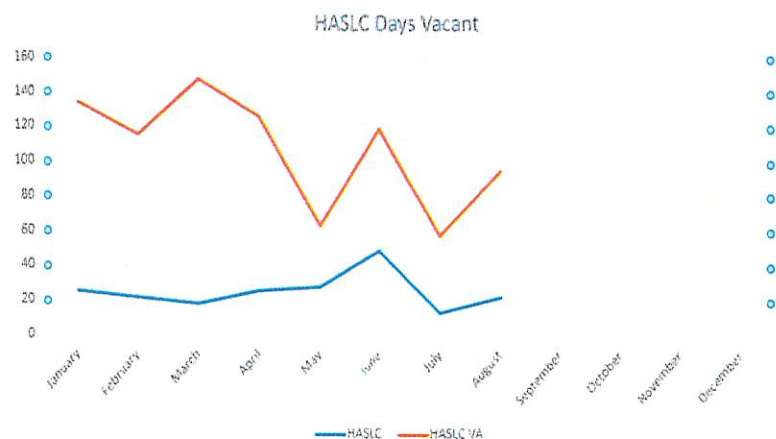
Days Vacant

Days Vacant	August
HASLC	22

VA referral units' days Vacant

We had eleven move-ins at our VA referral properties.

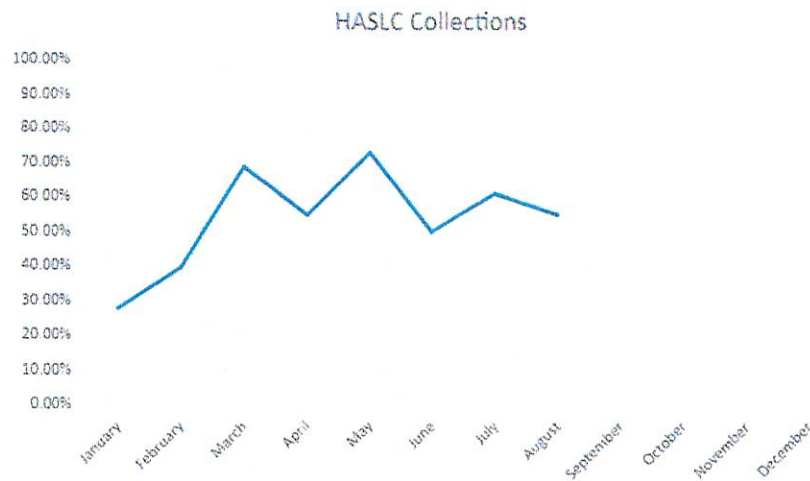
Days Vacant	August
HASLC	95



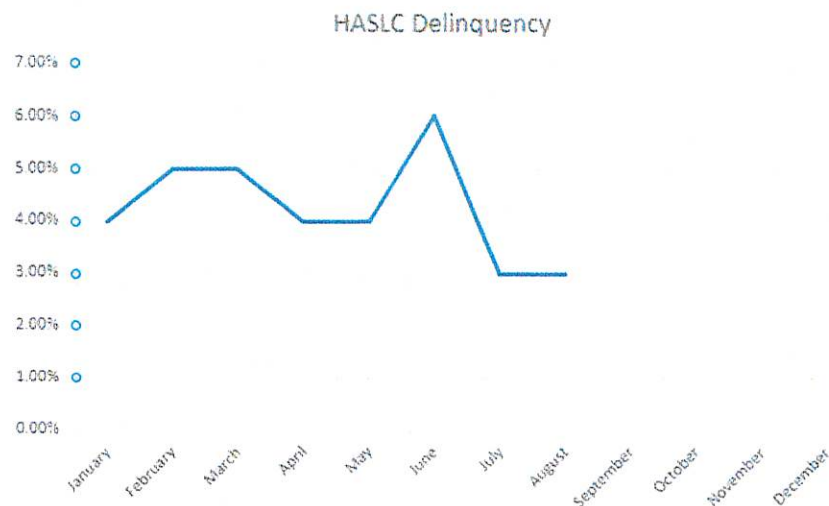
KPI: Tenant Account Receivables (TARs)

Metric: 4% of Potential Rent or less.

In the previous month, HASLC had a rolling accounts receivable (AR) balance of \$80,471. We collected \$66,102 resulting in a 61% collection rate. Of this total, \$20,175 remains outstanding for more than 90 days. HASLC currently has 27 repayment agreements in effect, with a 100% compliance rate up to last month.



For the month of August, the total recurring charges for HASLC-owned properties amounted to \$792,960 with a 3% delinquency rate. At the close of August, the combined total owed for HASLC owned properties was \$66,102.

**FINANCIAL IMPACT:****Account Receivables Owed**

“Payback Agreements” reduce current rental collections, so they prevent evictions and subsequent costs. We continue our efforts to assist residents by pursuing financial relief through prevention funding which comes from federal Emergency Rental Assistance (ERA) and Community Reinvestment Act (CRA) awards.

ACTION RECOMENDED:

This report is for information, as an update – no action is needed

Housing Authority of Salt Lake City
Staff Report

Report Provided by: Director of Property Management,
Vicci Jenkins

Department: Property Management 

Subject: **Update on Tax Credit Property Compliance**

August 31, 2026



Housing Authority
of
Salt Lake City

BACKGROUND:

The Housing Authority of Salt Lake City manages 10 properties funded through Section 42 of the Internal Revenue Code, also known as the Low-Income Housing Tax Credit (LIHTC) program, totaling 828 units, with upcoming developments in process. Recognizing past challenges, particularly in Certification Online Budget Data and Certification Online Financial Data, ongoing reporting to the board is emphasized to address delays. Utah Housing Corporation (UHC), the state's Housing Finance Agency, interprets the IRS regulatory code, distributing an annual compliance manual and conducting audits at each site based on that interpretation. Subsequent sections will elaborate on updates in the audit processes at Taylor Gardens and Taylor Springs as well as Jefferson School Phases I and II. Annual Owner Certification and Quarterly Submissions for all LIHTC properties.

Taylor Springs had a file audit on April 1, 2025, and a physical audit on April 22, 2025. Full findings were received on April 28, 2025, with a response due date of May 28, 2025. The response was submitted within the required time frame, and we are awaiting final close-out.

Taylor Springs also underwent a 2026 audit. When inquiry was made regarding When inquiry was made regarding an audit being conducted with the previous audit still outstanding, we were informed that the auditing entity has until April 2, 2026, to complete the 2025 audit cycle. The file audit occurred on March 6, 2026, with the physical audit conducted on March 17, 2026. Two exigent findings were reported and addressed within 24 hours. As of this time, full audit results or formal reports have not been provided.

Jefferson School Apartments Phase I had a physical audit on March 25, 2025. A response to the exigent findings was submitted the following day. Findings were received on March 31, 2025, with a response submitted on April 24, 2025. We are awaiting final close-out.

Jefferson School Apartments Phase I also underwent a 2026 audit. When inquiry was made regarding an audit being conducted with the previous audit still outstanding, we were informed that the auditing entity has until April 2, 2026, to complete the 2025 audit cycle. The file audit occurred on February 12, 2026, with the physical audit conducted on February 27, 2026. Full audit results were received on March 3, 2026, with a response submission deadline of April 3, 2026. The response was submitted March 26, 2026. Final close out was provided by UHC with no further action required.

Jefferson School Apartments Phase II had a physical audit on March 25, 2025. A response to the exigent findings was submitted the following day. Findings were received on March 31, 2025, with a response submitted on April 24, 2025. We are awaiting final close-out.

Jefferson School Apartments Phase II also underwent a 2026 audit. When inquiry was made regarding an audit being conducted with the previous audit still outstanding, we were informed that the auditing entity has until April 2, 2026, to complete the 2025 audit cycle.

The file audit occurred on February 12, 2026, with the physical audit conducted on February 27, 2026. Full audit results were received on March 3, 2026, with a response submission deadline of April 3, 2026. The response was submitted March 26. Final close out was provided by UHC with no further action required.

Taylor Gardens underwent a 2026 audit. The file audit occurred on March 6, 2026, with the physical audit conducted on March 24, 2026. This audit was not related to the timing concerns noted at other properties and is being treated as a standard audit cycle. Full audit results were received on May 21, 2026, with a response submission deadline of June 21, 2026. The response was submitted June 2, 2026, and we are awaiting final close out.

ANNUAL/QUARTERLY SUBMISSION REQUIREMENT UPDATES:

The next quarterly submission are due October 30, 2026.

ANALYSIS:

Audit and oversight activities across the LIHTC portfolio remain on track. Closed-out properties demonstrate progress in meeting UHC requirements, and all remaining sites are in final stages pending reports from UHC. Note there is a property that is not in the Tax Credit category (Jefferson Circle – HUD Multifamily Program) that is not doing well in the compliance areas – most issues related to physical safety elements...

RECOMMENDED ACTION:

None required. This report serves as an update for information purposes.

Housing Authority of Salt Lake City
Staff Report

Report Provided by: Josie DeJarnatt
Department: Commission
Item: Upcoming Conferences and Trainings

Date: September 28, 2026



Housing Authority
of
Salt Lake City

CONFERENCES AND TRAINING

Industry training and related conferences are available for HASLC Commissioners and employees. Upcoming opportunities are listed below. Please contact Josie DeJarnatt for registration assistance or additional information.

Nan McKay & Associates

December 15–16, 2026 | Webinar | Fair Housing & Reasonable Accommodation

National Association of Housing and Redevelopment Officials (NAHRO)

October 15–17, 2026 | Denver, Colorado | 2026 National Conference & Exhibition

National Leased Housing Association (NLHA)

October 29–30, 2026 | Washington, D.C. | 2026 Fall Seminar

Rental Housing Association of Utah

October 9, 2026 | Utah | 2026 Maintenance Mania

October 22, 2026 | Logan, Utah | Fair Housing Education Conference and Tradeshow

COMMISSIONER TRAINING GUIDE

Annual Training Requirements & Resources

Open and Public Meetings Act (OPMA) Training

Required every year. Complete the State Auditor's annual Open and Public Meetings Act Training.

Governmental Nonprofit Board Member Training

Required for new Commissioners. Complete the State Auditor's Governmental Nonprofit Board Member Training within six months of appointment to the Board.

State Auditor Training Portal

Web address: <https://training.auditor.utah.gov/>

- Governmental Nonprofit Board Member Training
- Open and Public Meetings Act Training
- Additional governance and compliance courses

Recommended Continuing Education

NAHRO Summer Symposium; Legislative Forum	NLHA Annual Meeting; Fall Seminar	Nan McKay & Associates Essentials for Commissioners; housing authority webinars
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These opportunities are regularly shared with Commissioners through board reports.

Need Help?

For registration assistance or questions regarding Commissioner training opportunities, contact:

Josie DeJarnatt

Interim Executive Administrative Assistant

Quick Checklist

- ☐ Complete annual OPMA Training
- ☐ Complete Governmental Nonprofit Board Member Training (new Commissioners only)
- ☐ Participate in at least one housing industry training opportunity during the year
- ☐ Keep training certificates and records for your files



HOUSING AUTHORITY OF SALT LAKE CITY

Meeting Location: 350 South 400 East, Salt Lake City, 84111

11:00 a.m. – 2:00 p.m.

Please call 801-428-0600 for more information

The Housing Authority of Salt Lake City is committed to our Mission:

To provide affordable housing opportunities for our community

2026 Scheduled Board Meeting Dates

Monday, January 26, 2026

Monday, February 23, 2026

Monday, March 30, 2026

Monday, April 27, 2026

Monday, May 18, 2026

Monday, June 29, 2026

Monday, July 27, 2026 (*may be cancelled)

Monday, August 31, 2026

Monday, September 28, 2026

Monday, October 26, 2026

Monday, November 30, 2026

Monday, December 28, 2026 (*may be cancelled)

*No meetings will be held in July and December unless necessary.

END OF BOARD PACKAGE