



Honoring the Past, Treasuring the Present,  
and Shaping the Future.





1977

2022

## Our Impact Since 1977

- 173** Single-family homes constructed; community investment of \$33,187,400.
- 165** Multi-family units constructed; community investment of \$18,000,000.
- 103** Home rehabilitations completed; community investment of \$15,161,716.
- 841** Housing loans and grants funded or facilitated; community investment of \$107,634,866.
- 3,249** YouthWorks program graduates; community investment of \$3,993,404.
- 764** Homes painted during our annual Paint Your Heart Out event; community investment of \$904,861.
- 48** Homes raked during our annual Rake Your Heart Out event; community investment of \$14,400.
- 636** Westside Leadership Institute graduates; community investment of \$374,270.
- 636** Westside Leadership Institute graduates; community investment of \$374,270.

**Total NWSL Community Investment: \$ 179,270,917**

Housing Units: **912**

Businesses: **7**

Infrastructure: **\$ 350,000,000**

**Total Stakeholder Investment: \$ 529,270,917**

## Message to Stakeholders

### Dear Stakeholders,

This marks NeighborWorks Salt Lake's 45th year of partnering to serve Salt Lake County communities. We appreciate our strong local and national partnerships which have allowed us to continue to increase our investment in neighborhoods through 2022.

2022 has continued to be a challenging year. Housing prices continue to be at all-time highs, making it difficult to purchase homes we can improve for affordable housing. Interest rates are still rising, making the purchase of a home even more difficult. Despite these headwinds, we have been busy finding ways to continue making a difference. Below are some of our accomplishments this year.

This year we were approached by AAA Fair Credit Foundation to merge our services under the NeighborWorks Salt Lake umbrella. We received approval from our board and theirs to continue the very important work and services for greater impact. We are happy to welcome the new staff to NeighborWorks Salt Lake.

We have continued the process of creating a community land trust that will make home ownership more attainable for those with lower incomes, and ensure these residents are not displaced due to land speculation and gentrification. The community land trust will ensure long-term housing affordability in the neighborhoods we serve. The sale of the Citifront apartments this year will help endow the land trust with funds to start this important initiative.

We continue to see success in our Affordable Housing and Mission Investment Fund, having raised \$55,000,000 and deploying \$50,000,000 to our sister NeighborWorks network organizations. This fund helps neighborhoods across the nation, and the income from the fund helps us to better address our local needs.

Our community engagement activities were helped by over 100 volunteers in more than a dozen events, serving 38 families. We continue to see success in the

Westside Leadership and Youthworks programs with 65 YouthWorks students and 30 Westside Leadership graduates this year. Our lending program facilitated \$9.9MM in affordable housing preservation and purchase throughout Salt Lake County.

We are working toward breaking ground on the Maltair Lanes corner (AKA Euclid) development to build townhomes this next year, as well as start work on the designs for townhomes at 800 West and Simondi, and infrastructure on Tripp Lane in Murray City.

Despite the challenges we have faced in 2022, we will continue to find ways to best leverage our resources for the benefit of the Salt Lake County communities. Our staff is dedicated to finding ways to best leverage partner dollars and provide solutions in our communities. They will continue to drive success and engage you, our partners, as we move forward.

We appreciate each of you, our investors and benefactors, for your confidence in us as we work toward our common goal and are grateful to a dedicated staff, committed board of directors, and hundreds of volunteers who improve neighborhoods block by block... house by house, and neighbor by neighbor.



*Maria Garciaz*  
**Maria Garciaz, CEO**



*Bryce Garner*  
**Bryce Garner, Board President**

House by House... Block by Block...  
Neighbor by Neighbor.  
1977 ~ 2022



2022  
Annual Report

## Executive Office

**David Nimkin**, Executive Director, 1977-83

**Kathy Sheaffer**, Executive Director, 1983-90

**Maria Garciaz**, Chief Executive Officer, 1990-Present

## Present Board Members

**Alama Uluave**, Resident

**Adebimpe Deji-Olatunde**, Resident

**Amber Gracatin**, U.S. Bank

**Autumn Johnson**, Morgan Stanley Bank

**Bryce Garner**, President, Resident

**Charles Knadler**, Vice President, Regions Bank

**Christy Sapp**, Secretary, Resident

**Curtis Mansfield**, Rocky Mountain Power

**Jared Hall**, Murray City

**Jonathan Oettli**, Washington Federal Bank

**Jose Organista**, Resident

**Robert Pedersen**, Treasurer, NelNet Bank

**Roberta Reichgelt**, Salt Lake City

**Scot Barraclough**, Resident

**Sean McKenna**, Goldman Sachs Bank

**Wayne Murakami**, Resident

**James Wood**, Ex-Officio, University of Utah

**Timothy Raccuia**, Ex-Officio, Zions Bank

## Present Committee Members

### Murray Board

**Andrew Nielsen**, Medallion Bank

**Cal Noyce**, Resident

**Jared Hall**, Murray City

**Jim Brass**, Resident

**Ken Donarski**, Resident

**Rick Lake**, Merrick Bank

### AHMI Committee

**Laura Hayes**, NelNet Bank

**Mark Hales**, Tibble Fork Advisors

**Sam Bentley**, Sallie Mae Bank

**Robert Pedersen**, NelNet Bank

### Audit Committee

**Arlene Dzurnak**, Resident

**Sheldon Woods**, Federal Savings Bank

**Phil Gardner**, Resident

### Finance Committee

**Charles Knadler**, Regions Bank

**Denise Roberts**, Affirm

**Jeff Berkson**, WebBank

**John Haymond**, Medallion Bank

**Kent Landvatter**, FinWise Bank

**Robert Pedersen**, NelNet Bank

### Loan Committee

**Amy White**, Utah Housing Corporation

**Christy Sapp**, Resident

**John Haymond**, Medallion Bank

**Jonathan Oettli**, Washington Federal Bank

**Sandra Hollins**, Zions Bank

**Stephen Fitzpatrick**, GMFinancial

**Terry Thomas**, Resident

**Wayne Murakami**, Resident

### Real Estate Development Committee

**Brian W. Jones**, Merrick Bank

**Jeff Sandberg**, Resident

**John Taylor**, Medallion Bank

**Stephen Howell**, Celtic Bank

**Timothy Raccuia**, Zions Bank

### YouthWorks Committee

**Allan Phelps**, Resident

**Autumn Johnson**, Morgan Stanley Bank

**Billy Palmer**, Resident

**Blake Marzloff**, WebBank

**Cuong Nguyen**, Utah State Board of Education

**Justin Masterman**, Celtic Bank

**Robert Rendon**, Zions Bank

**Scot Barraclough**, Resident

**Wendy Jack Alvarado**, Horizonte  
Instruction and Training Center

## FY 2021-22 Statement of Financials

Private Support:	\$654,002
Public Support:	\$855,499
Interest Income:	\$1,325,209
Property Sold:	\$13,020,727
NeighborWorks® America Dollars (leveraged in Utah)	146:1
Total Revenue:	\$15,898,483
Total Expenses:	\$2,951,707
Total Liabilities:	\$26,319,366
Total Equity:	\$26,415,700
Total Assets:	\$52,735,066

*NWSL's most recent financial audit is available upon request.*



# Lines of Business 2022

## Affordable Housing and Mission Investment Fund

*Loan funds provide flexible capital to other well-performing nonprofit organizations across the country.*

- Current outstanding portfolio balance of \$21.5MM.
- 5,232 Total housing units built.
- 4,338 Total jobs created.
- 29 Total communities benefited nationally.
- \$1.2BB Total leveraged community investment.
- Partnered with 6 lending institutions for the establishment of AHMI 4.
- \$20MM Raised to be made available to the network.

## Community-Based Economic Development

*Technical and financial assistance for business owners, employment training, improving commercial properties, and more.*

- 3 Small business networking events hosted.
- 3 Small business workshops hosted.
- 2 Economic development projects engaged.
- 15 Small business grants awarded for a community investment of \$7,500.

## Community Building and Organizing

*Residents and stakeholders come together to foster a renewed energy, expertise, pride, and investment in the community.*

- 13 Houses painted for our 40th annual Paint Your Heart Out event with over 80 volunteers.
- 25 Yards raked for our Rake Your Heart Out event with over 50 volunteers.
- 30 Residents graduated from the Westside Leadership Institute.
- Over 850 volunteer hours were donated, valued at \$25,457 in community investment.
- Participated in over 100 community events, meetings, and panel discussions, including local organization sponsorships and community improvement projects.

## Home Ownership Promotion Services

*Housing loans, grants, and improvement services for new and existing homeowners.*

- 44 Customers completed 264 hours of homebuyer education.
- 1 First Mortgage facilitated.
- 5 Home Improvement loans/grants for a community investment of \$46,000.
- 37 Mortgage Payment Assistance grants for a community investment of \$137,530.
- 7 Down Payment Assistance grants for a community investment of \$134,235.
- Facilitated over \$2.7MM in new home purchases
- Preserved over \$7.2MM in home value.

## Real Estate Development

*Rehabilitation of problem and/or foreclosed properties as well as new construction and in-fill housing.*

- 5 Community member properties rehabilitated for a community investment of \$124,750.
- 1 Single-family residential home sold, valued at \$370,000.
- 1 Multi-purpose complex sold, valued at \$12.5MM.
- 1 Xeriscaping project completed.
- 41 Mixed-income housing units under development with a total land value of \$3MM.
- \$1,422,532 Invested in local real estate development.

## YouthWorks

*Neighborhood-based program assisting underserved youth ages 14-18 in workforce development and leadership training.*

- 65 Youth served through programming.
- 55 Community Builders graduated from the program.
- 3,025 Hours volunteered by Community Builders, valued at \$90,598.
- 17,600 Hours of workforce development training completed by Community Builders.
- 8,800 Hours of life, social, and civic engagement skills training completed by Community Builders.
- Community Builders participated in 15 service projects.



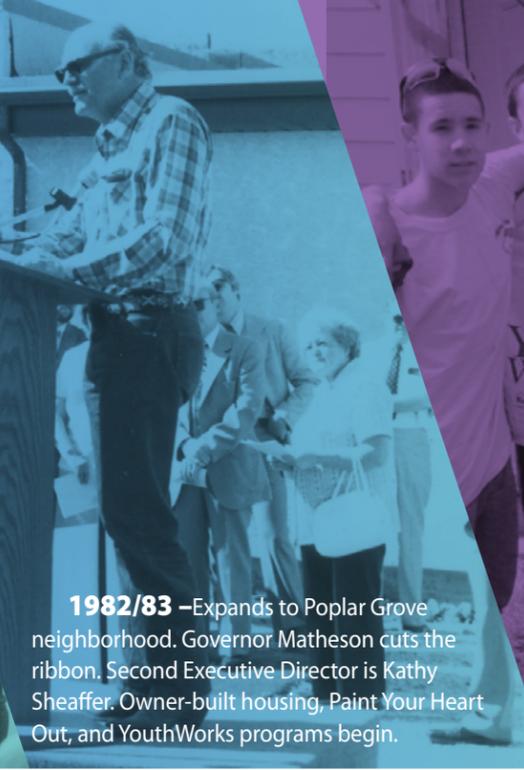
# Honoring the Past



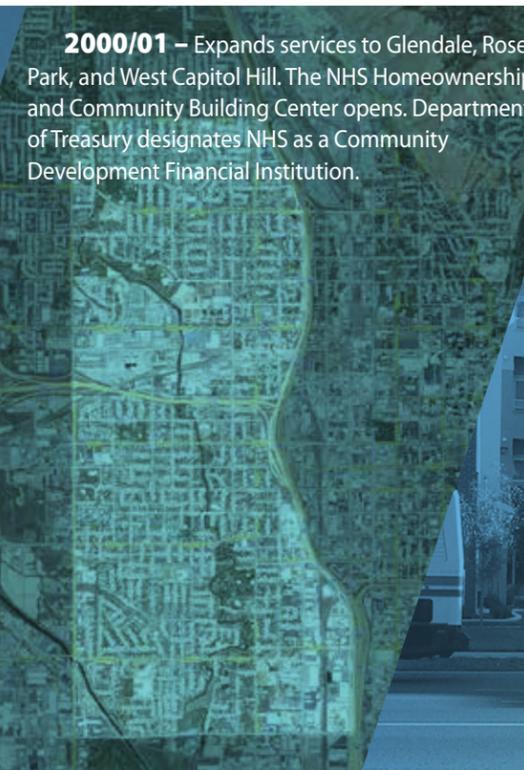
**1977** – Salt Lake Neighborhood Housing Services, Inc. (NHS) opens in 9th East & 9th South in East Liberty Park. First Executive Director is David Nimkin. Salt Lake City Mayor Ted Wilson supports the opening.



**1996** – Builds 12 homes at Argyle Court, Utah's first mixed-income development. President Clinton recognizes NHS for outstanding revitalization efforts. Moves to new office at 622 West 500 North.



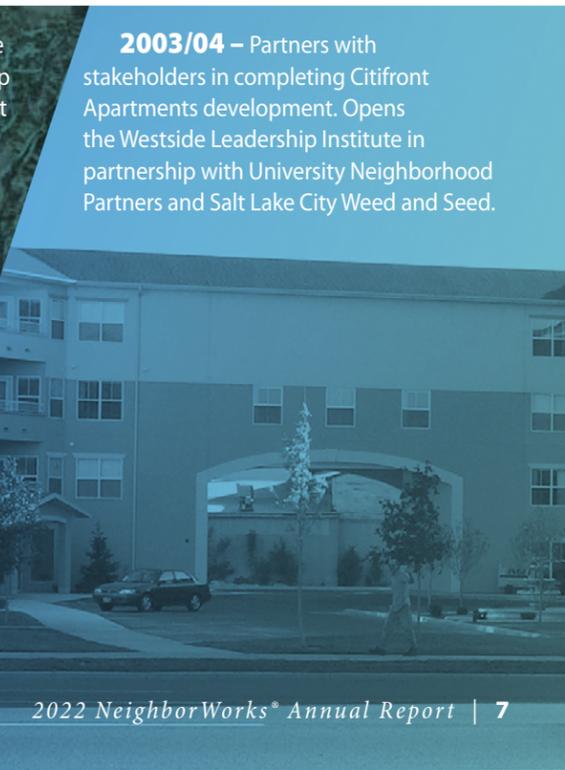
**1982/83** – Expands to Poplar Grove neighborhood. Governor Matheson cuts the ribbon. Second Executive Director is Kathy Sheaffer. Owner-built housing, Paint Your Heart Out, and YouthWorks programs begin.



**2000/01** – Expands services to Glendale, Rose Park, and West Capitol Hill. The NHS Homeownership and Community Building Center opens. Department of Treasury designates NHS as a Community Development Financial Institution.



**1988/89** – 5,000 clients receive home-rehabilitation assistance to date. Chapman Street Festival is organized. State-wide housing initiative begins. YouthWorks Program begins accepting young women.



**2003/04** – Partners with stakeholders in completing Citifront Apartments development. Opens the Westside Leadership Institute in partnership with University Neighborhood Partners and Salt Lake City Weed and Seed.

Treasuring the Present



**2007/08** – Salt Lake Neighborhood Housing Services, Inc. officially starts doing business as NeighborWorks® Salt Lake (NWSL). Bridge Over Barriers art project begins transforming I-15 underpass at 650 West 300 North.



**2010/11** – NWSL partners with Murray City and establishes a branch office. NWSL establishes the Affordable Housing Mission Investment (AHMI) fund.



**2013** – NWSL organizes with community to advocate for resident-conscious designing of the North Temple tracks. Residents select artwork.

**2018/19** – NWSL acquires 4 problem properties in the Marmalade neighborhood and builds 23 market-rate homes. First Rake Your Heart Out assists 10 residents.



**2020/21** – NWSL begins developing the NeighborWorks® Community Land Trust with surplus from Citifront sale. NWSL launches vaccination clinics, the Digital Inclusion Initiative, and rental and mortgage payment assistance to meet critical community need.



**A** NORTHEAST CORNER  
SCALE: NOT TO SCALE

**2022** – NWSL celebrates 45 years of rebuilding neighborhoods! NWSL acquires AAA Fair Credit Foundation and begins offering financial coaching and education. NWSL establishes the fourth and final installment of the AHMI loan fund. NWSL partners with Intermountain Healthcare to establish workforce development efforts in the healthcare industry.



## Shaping the Future

### Westside Leadership Institute

In 2023, the Westside Leadership Institute will expand services county-wide. In partnership with the University of Utah, the steering committee is planning the launch of its first ever course offered in West Valley City. Services support residents in engaging further with their local municipalities and addressing community issues. Trainings include leadership principles in building coalitions, leading meetings, and transforming ideas into action. Participants are assisted in developing their projects through to completion.

### Career Pipeline Project

In February 2022, NeighborWorks® Salt Lake began this project with the goal to increase economic mobility opportunities for underserved communities in Salt Lake County. This project works directly with residents to provide technical skills training, mentorship, and job placement.

The current pilot began in partnership with Intermountain Healthcare to address the racial disparities in access to medical care and the higher paying careers of the industry. Students are working with advisors and earning medical certifications to join the local healthcare workforce. These students decrease disparities in quality of service and availability of coverage. As this project builds capacity, it will expand beyond the healthcare industry and expand as an opportunity to the broader community.

### NeighborWorks® Community Land Trust

In June 2022, NeighborWorks® Salt Lake established the NeighborWorks® Community Land Trust (NWCLT). This is a shared equity homeownership program, designed to create permanent affordable housing stock in Salt Lake County. This model provides opportunities for education, community service, and cooperative investments.

The NWCLT consists of residential land throughout Salt Lake County. Clients purchase mortgages at the cost of the home while leasing the land through the NWCLT. This allows the client to focus their budget on the cost of the home alone, rather than incurring the additional cost of the land. Homeowners maintain the equity invested in the home and a percentage of the increased appraisal value.

NeighborWorks® Salt Lake is in design to develop 42 single-family units and townhomes and partnering with lending institutions to ensure their familiarity with land lease first mortgage lending. NWSL will leverage the impact of our Home Ownership Promotion Services with that of the NWCLT to close remaining affordability gaps.

### Financial Coaching and Education

*In August 2022, NeighborWorks® Salt Lake acquired AAA Fair Credit Foundation. This brought an impressive score of experienced Financial Counselors to our team. NWSL now provides a greater breadth of services including:*

#### Community Financial Education

- Educational workshops, held by Financial Counselors and key community partners. Topics include budgeting, credit and debt management, healthcare resources, eviction and foreclosure mitigation, and workforce development.
- 2,358 Clients attended in 2021.

#### One-on-One Financial Coaching

- One-on-one classes. Topics include tailored goal setting, impediments and social barriers, and measuring achievements.
- 303 Clients enrolled in 2021.

#### Savings Accounts

- Savings accounts available for clients with different needs. Aspects include Financial Counselor support, matched savings for approved assets, workshops, and tracker tool.
- 10 Clients enrolled in 2021.
- \$2,529 In client savings.

#### Debt Management

- Projects and tools for clients with unsecured debt. These include long-term planning, consolidation, lowered interest rates, and financial coaching.
- 3 Clients enrolled in 2021.
- \$18,575 Paid toward client debt.

House by House... Block by Block...

Neighbor by Neighbor.

1977 ~ 2022



**Rebuilding  
Neighborhoods**



#### CONTACTS

##### Maria Garciaz

Chief Executive Officer  
622 West 500 North  
Salt Lake City, UT 84116  
(801) 539-1590  
www.nwsaltlake.org  
Maria@nwsaltlake.org

##### Rob Roake

Chief Operating Officer  
622 West 500 North  
Salt Lake City, UT 84116  
(801) 539-1590  
www.nwsaltlake.org  
Robr@nwsaltlake.org

# 2022 Contributors

(Financial, in-kind,  
and volunteer)

We would like to  
extend our deepest  
appreciation to the  
following individuals  
and organizations:



## INDIVIDUALS

Bryce Balderas  
Greg Behrmann  
Turner Bitton  
Monica and Wayne  
Clausing  
Michelle Crawford  
Peggy Daniels  
Gino Ferro  
Steve Fitzpatrick  
Dave Galvan  
Dan Gardiner  
Dana Hecker  
CJ Hellige  
Von Kinyon  
Scott Loomis  
Douglas Marx  
Pat Matheson  
Jeff and Julie Olson  
Elisabeth Orozco  
Andrea Palmer  
Christine Reinicke  
Katie Riser  
John Rosswog  
Jacob Sharkey  
Rachel Sweet  
Brooke Tanner  
Tracy Taylor  
Brenda Torpy

## ORGANIZATIONS

AAA Fair Credit  
Foundation  
Affirm  
American Express  
National Bank  
Avenue Consultants  
Bank of America  
Banterra Bank  
Blackbaud Giving Fund  
Bridge Investment Group  
Celtic Bank  
Circles Salt Lake  
Comenity Capital Bank  
Community Foundation  
of Utah  
Danna Foundation  
eHome America  
FinWise Bank  
First Electronic Bank  
First Utah Bank  
George S. and Dolores  
Doré Eccles Foundation  
Giv Group  
Givinga Foundation  
Glendale Neighborhood  
Council

GMFinancial  
Goldman Sachs Bank  
IHG Hotels & Resorts  
Intermountain Healthcare  
JPMorgan Chase & Co.  
KeyBank  
Larry H. Miller Charities  
Les Olson Company  
Marathon Petroleum  
Medallion Bank  
Merrick Bank  
Mestizo Coffeehouse  
Modal Living Inc.  
Morgan Stanley Bank  
Murray City Government  
My Hometown Initiative  
NeighborWorks® America  
NelNet Bank  
Optum Bank  
Regions Bank  
Rocky Mountain Power  
Foundation  
Rose Park Lions Club  
Sallie Mae Bank  
Salt Lake City Government  
Salt Lake County  
Government  
Sandy City Government  
SelectHealth  
Sorenson Legacy  
Foundation  
Sundance Catalog  
Sutherlands  
Sweet Candy Company  
Synchrony Bank  
Tibble Fork Advisors  
UBS Bank USA  
University of Utah  
U.S. Bank  
UServeUtah  
Utah Department of  
Financial Institutions  
Utah Housing Corporation  
Utah Neighborhood  
Partners  
Utah State Fairpark  
Washington Federal Bank  
WebBank  
Wells Fargo Bank  
West Valley City  
Government  
Westside Coalition  
Williamson Family  
Foundation  
XMission  
Zions Bank

## PAST BOARD MEMBERS

Marv Adamson  
Michael Akerlow  
Charlie Alexander  
Ahmed Ali  
Dwayne Allen  
Daniel Aragon  
Juanita Arroyo  
Bob Askerland  
Fred Ball  
Alan Barnett  
Jeffrey Barrett  
Brad Bartholomew  
Toni Baskin  
Lance Bateman  
James Beck  
Shawn Beus  
Al Blair  
Bill Bowman  
Nichol Bourdeaux  
Julie Boyle  
Jacob Brace  
Rob Brown  
Jim Bruemmer  
Frank Brunatti  
John Bryner  
Bill Buge  
Ray Bullock  
Neil Burt  
Cynthia Butcher  
Angela Bytheway  
Tam Bytheway  
Clarence Bywater  
David Bywater  
Laura Cannon  
Ruby Chacon  
Kay Christensen  
Stephanie Churchill  
LuAnn Clark  
Leon Coleman  
John Crawford  
Gina Crezee  
Jerry Curtis  
Karen Daniels  
Goldie Dennison  
Tom DeVroom,  
Father Diaz  
Ralph Donley  
James Duff  
Beverly Duffy  
Charlie Eckhart  
Mike Ericksen  
Barry Esham  
David Evans

Roger Evans  
Larry Failner  
Rev. Sione Fakahua  
Larry Fielden  
Fred Fife  
Jerry Floor  
Bob Ford Sr.  
Ernest Fortune  
Diane Franke  
Jani Gamble  
Tina Garcia-Polanco  
Roger Gardiner  
Tom Godfrey  
John Grace  
Melinda Greenwood  
Peter Grundfossen  
Kathy Hale  
Roger Harrison  
Marge Harvey  
Sam Haslam  
John Haymond  
Jan Hernandez  
Janice Hernandez  
Jillian Hernandez  
Omar Hernandez  
Joanne Hirase-Stacey  
John Hiskey  
Mary Ann Hoffman  
David Hollins  
Norma Hoover  
Wayne Horrocks  
Curtis Hoskins  
Buzz Hunt  
Paul Hutchinson  
Haytham Ibrahim  
Doug Jackson  
Preston L. Jackson  
Russ Jacobsen  
Yvonne Jacobsen  
Janice Jardine  
Melissa Jensen  
Wally Jensen  
Jordan Jones  
David Jorgensen  
Kay Kenner  
Phil Kirk  
Benjamin Kolendar  
Norval Lambert  
Kathy Lamborn  
Kent Landvatter  
LeeAnne B. Linderman  
Dori Lockhart  
Rex Loker  
Trinh Mai  
Peter Makowski

Maureen Malley  
Eldon Marshall  
Steve Martinez  
Linda Martinez-Pulido  
Douglas Marx  
Elizabeth McAndrews  
Karel McDonough  
Murray McInnes  
Jim McNulty  
Annie Meltzer  
Walt Metcalfe  
Brent Milner  
Ted Milner  
Leo Montoya  
Veronica Montoya  
Kisty Morris  
Merva Morris  
Anita Murillo  
William J. Murray  
Robert Myrick  
Peter Nackowski  
James Nebeker  
Ralph Neilsen  
Michael Nelson  
Richard Nelson  
Roger Neve  
Van Lien Nguyen  
Cal Noyce  
Gordon Oettli  
Anny Opfar  
Victoria Orme  
Virgil Owens  
Billy Palmer  
Russ Parker  
Maggy Pendleton  
Craig Peterson  
Allan Phelps  
Michael B. Plaizier  
Todd A. Plumley  
John Potter  
William Price  
James Rail  
Robert Rendon  
Rosemarie Rendon  
Wendy Rendon  
Larry Richards  
Elaine Rizzo-Pea  
Jon Robinson  
Betsy Rogers  
Angela Romero  
Charmaine Roper  
Deborah Rubalcava  
Robert Ruff  
Tiffany Sandberg  
Lisia Satinia

Ronald Sawdey  
Sharon Seppi  
William A. Shelton  
Marry Sheppard  
Frank Skillern  
Ernest Snider  
Portia Snow  
Jaffa D. Solomon  
Darlene Solorio  
Suzanne Somers  
Peggy Soria  
Danuel Stanger  
Bill Starkweather  
Frank Stepan  
Gordon Storrs  
David Stott  
Evelyn Strickland  
Jeffrey R. Stringham  
Pete Suazo  
Phil Sullivan  
Christopher "Kit" Sumner  
Sisilia Talia'uli  
John Taylor  
Cencira Te'o  
Terry Thomas  
Tim Tingey  
Beti Tu'afe  
Tee Tyler  
Angie Vorher  
Dave Wall  
Brent Watson  
Jilene Whitby  
Steven Whiting  
Jim Wickens  
Harriet Wilkinson  
Sofia Wilson  
Suzannah Wright  
William Wright  
Sheldon Woods  
Robert York  
Louis Zunguze

We apologize for any  
names inadvertently left  
off our list.