



2025-2026 Consolidated Budget



HOUSING AUTHORITY OFFICIALS

BOARD OF COMMISSIONERS

Chair

Linda Nishioka

Vice Chair

Deanna Gwyn

Commissioners

Paul Tigan

Shane Mathews

Vanessa Nordyke

Micki Varney

Dr Irvin M. Brown

Mai Vang

Resident Commissioner

Heather Villegas

ADMINISTRATIVE STAFF

Executive Director

Krishna Namburi

UDD Director

Kristin Retherford

Director of Housing

Nicole Utz

Deputy Director

Jessica Blakely

Finance Manager

Tom Line

Housing Choice Voucher Manager

Lynette Brown

Housing Portfolio Manager

Nina Norfleet

Administrative Services Manager

Isaac Beke

Special Programs Manager

Sara Quick

TABLE OF CONTENTS

Definitions	ii
Budget Message	1
Revenues	5
Expenditures	8
Consolidated Budget	10
Central Office	11
Central Affordable Budget	11
Central Federal Budget	12
Owned Housing	13
Redwood Crossings Budget	14
Englewood West Budget	15
Southview Terrace Budget	16
Federal Housing Programs	17
Public Housing Budget	21
Housing Choice Voucher Budget	22
Grant Programs	23
Combined Grant Program Budgets	25
Managed Properties	26

Definitions

CY- Calendar Year

DV or DV 5yr – (Mainstream vouchers) Disabled persons vouchers, part of the SC8 voucher program.

FTE – Full time equivalent

FUP – Family Unification Program, a type of voucher and part of the SC8 program.

FY – Fiscal Year

HAP – Housing Assistance Payments

HCV – Housing Choice Vouchers

HUD – Housing and Urban Development

NRP – Net Restricted Position. These are unspent HAP funds at fiscal year-end plus any residual funds from previous years and can only be used for payments to landlords with SC8 contracts.

PH – Public Housing

RAD – Rental Assistance Demonstration. A Public Housing conversion program to take Public Housing properties and convert them to Section 8 rental support through HUD.

RSC – Resident Service Coordinator

SC8 – Section 8 program

SHORT FUNDING – This means that HUD is giving agencies less funding than is required to run the program due to Congressional appropriations or to force use of program reserves.

SRO – Single Room Occupancy, a type of Moderate Rehabilitation program for private sector property owners.

TC- Tax Credit, also LIHTC- Low-Income Housing Tax Credit, subsidizes the acquisition, construction, and rehabilitation of affordable rental housing for low- and moderate-income tenants.

UNP – Unrestricted Net Position. This is the administrative fee reserve for the voucher program. These funds are restricted to use to support the voucher program.

VASH – Veteran’s Assistance and Supportive Housing, a type of voucher.

VIDA – Valley Individual Development Accounts. A fund matching grant program run by CASA of Oregon.

VOU – Voucher program. Consists of HCV, VASH, DV, FUP and other voucher programs.

VRAP – Veterans Rental Assistance Program

BUDGET MESSAGE

For the fiscal year beginning October 1, 2025

Mission

To assist low and moderate-income families achieve self-sufficiency by providing stable housing, economic opportunity, and community investment through coordination with social service providers.

The proposed consolidated operating budget provides for the continuation of a financially sound operation amid many funding uncertainties and this current year has created more uncertainties than any other previous. Specific information about the funding uncertainties is provided in this section.

Content of the Consolidated Budget

This package contains annual budgets for the following properties and programs:

- **Central Office (Federal/Affordable)**
The Central Office was split into Federal vs Non-Federal funding and expenditures beginning fiscal year 2014/2015 to meet HUD's definition of a Central Office segregated to federal funds only. Federal revenues are management fees earned from the Public Housing properties managed and the Housing Choice Voucher (Section 8) programs to pay for centralized administrative functions. Affordable (Non-Federal) revenues include development and management fees paid by other programs, grants and properties to pay for expenses related to managing these non-federal programs.
- **SHA-Owned Housing**
A total of 151 units at Englewood West, Southview Terrace and Redwood Crossings. Redwood Crossings works with clients for Permanent Supportive Housing.
- **Public Housing**
137 units of Public Housing owned by HUD/Salem Housing Authority (SHA). Comprised of 2 Apartment/townhome complexes, 79 units of scattered site housing and a lot.
- **Housing Choice Vouchers (Section 8)**
Rent subsidies paid to private landlords on behalf of over 3,000 households. Major programs include Emergency Housing Vouchers (EHV), Mainstream (DV) vouchers, Family Unification Program vouchers (FUP), Non-Elderly Disabled (NED) vouchers and Veteran's Assistance Vouchers (VASH).

- **Grant Programs**

Capital Fund Program (CFP), Resident Self Sufficiency (FSS), Veteran's Rental Assistance Program (VRAP) & other special purpose grants that support the mission and advancement of the Housing Authority and enhancing our programs and projects.

This budget package does **NOT** contain annual operating budgets for properties owned by Low Income Housing Tax Credit (LIHTC) limited partnerships (Salem Housing Preservation 4%, Salem Housing Preservation 9%, Parkway East, Parkway West, Yaquina Southfair, Sequoia Crossings, or Robert Lindsey Tower) and properties that SHA manages for Teton and Chemeketa Non-Profit corporations (Englewood East and the Hawthorne House, respectively) or the City of Salem (Doral House and Wallace House). The fees that SHA earns, and the administrative expenses incurred for managing these properties are represented in the Central Office-Affordable budget. See Budget Timelines section for details.

Housing Authority Budget Fundamentals

- The proposed budgets are balanced and reflect funding projections based upon information provided by HUD, affordable housing industry sources and rate forecasts.
- This budget provides the resources for the Authority to provide affordable rental housing to an estimated 3,800 low-income households. It allows the Authority to assist the community with housing supply and placement.
- The Capital Fund Program funded by HUD continues to permit the Authority to upgrade its remaining Public Housing units and to make management improvements that contribute to the overall efficiency of the Authority's operations.
- Within this budget is an advancement of the agency in growth of staff and bandwidth that has been much needed over the past few years. Granted funds received in the previous year allow the Housing Authority to re-organize the agency, putting it in the best possible position for future growth and program expansion opportunities.

Program Funding Cycles

The Authority's fiscal year begins October 1st and ends September 30th. The operating periods of the various grant programs varies based on the date the grant was awarded. To the extent possible, the Consolidated Budget reflects revenues and expenses anticipated during the Authority's fiscal year spanning the period October 1, 2025 to September 30, 2026.

Budget Timelines

- HUD requires the Authority to submit a Resolution demonstrating budget approval by the Housing Authority Commission by the conclusion of the current fiscal year. The Housing Authority Commission will be requested to adopt the consolidated budget at the September 2025 meeting.

- Teton Non-Profit Housing, Inc. and Chemeketa Non-Profit, Inc. will individually approve their 2025-2026 operating budgets for Englewood East Apartments and the Hawthorne House respectively at their semi-annual meeting. Doral House, West Salem House (owned by the City of Salem and managed by SHA) are single-family homes and do not have their own budget process.
- Grant programs and funding have various operating periods each designated by the originator of the grant. Value contained in this budget may cross grant year period, as it has been reported to conform with SHA's fiscal year.
- All the LIHTC limited partnerships operate on a calendar year basis. These entities will adopt operating budgets for the 2026 calendar year prior to December 31, 2025.

Budget Focus for FY 2025-2026

Public Housing Operating Subsidy

Operating Subsidy is one of three funding sources to Public Housing, along with tenant rents and CFP grant funds. The actual amount of subsidy allocated to housing authorities depends on the level of Congressional appropriation. The operating subsidy for the budgeted fiscal year is calculated by SHA in accordance with HUD guidelines and is submitted to HUD by the agency according to HUD's timelines. The actual amount of subsidy allocated depends on Congress's level of appropriation. SHA will carry over the 2025 operating subsidy amount with a conservative decrease from 2025 due to a delay in HUD appropriation amounts and estimates. At this time, the forecast is a decrease in public Housing operating and Capital subsidy to 92%, however, the amount will be adjusted once a firmer estimate is provided.

Voucher Housing Assistance Payments

The Housing Choice Voucher program is funded and reconciled by HUD on a calendar year (CY) basis. HUD began "short funding" agencies in CY2009, reducing even further the funding to a proration of the anticipated need. This budget was created based on recent HUD projections and reconciliations, utilizing the Two-Year Tool (TYT) provided by the regional HUD office. The focus is always on maintaining housing to our assisted clients and when available allowing in new program participants. Reserve funds have been fully utilized, and HUD is currently determining funds to advance each month based on recent expense reports. The Housing Choice Voucher was opened for a brief period in May 2023 after the previous pool of applicants was exhausted through our efforts to pull clients from the waitlist and provide them with voucher assistance. We anticipate continuing to screen new applicants from the waiting list as funding avails. With the Fair Market Rates (FMR) rising and diminishing availability of affordable housing options, SHA continues to apply for ever new funding opportunity that is available in the HUD voucher program.

Voucher Administrative Fees

Housing authorities earn administrative fees each month under the Voucher program at a HUD-published rate for the number of units leased adjusted by a floating proration factor that is adjusted on a quarterly basis depending upon funds available at HUD. HUD has been approximately four to six months behind in finalizing each month's administrative fees earned and it is retroactive to the beginning of the calendar year, resulting in a level of uncertainty for funding administrative costs. The most recent communication from HUD estimated a pro-ration factor of 92% for January through March 2024. Since the pro-ration factor is only an estimate, the final calendar year admin fee reconciliation will determine total admin fees and adjust the next funding disbursement by any shortage or excess fees obligated through the calendar year.

Family Self Sufficiency (FSS) Program

The Family Self Sufficiency Program continues to provide both support and mentoring to families on their journey to become independent of governmental assistance. Funding for this program was increased with the 2023 and 2024 grant years to be sufficient to fully cover four full time positions, including salary and benefits.

HUD regulations allow for forfeited escrow savings funds to be reserved for the purpose of assisting with client needs, which is an area that previously received no funding and will also allow for FSS staff training which was removed from grant funding in the previous year.

New Grants & Programs

The Authority was awarded funding through the Rapid Re-Housing project in 2023 to serve individuals and families experiencing unsheltered homelessness who have potential access to permanent housing. This funding provided by Oregon Housing Community Services (OHCS) was fully expended towards the governor's emergency housing goals by June 30th, 2025.

The Authority is also administering Permanent Supportive Housing (PSH) funds from OHCS towards providing PSH services at Sequoia Crossings, a new 60-unit development that opened to residents in February 2024.

Through the Community Capacity Building Funding, the Authority will prepare and provide HSRN (Health-Related Social Needs) support for residents and program participants for an 18-month period beginning August 31, 2024. The Authority has carried forward \$221k into the FY 2026 Revenue Budget. The Authority continues to seek funding and apply for opportunities to build programs that further support and serve the community.

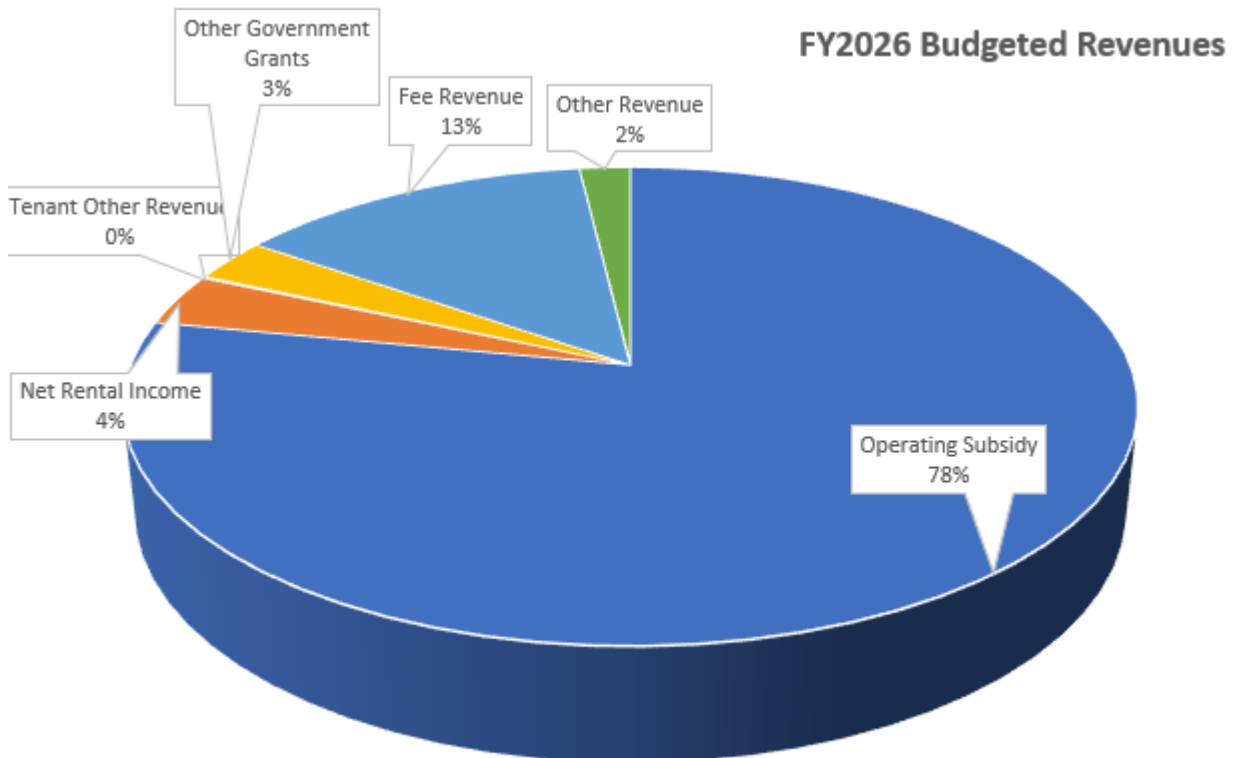
SHA Staffing Level for FY 2025-26

The proposed FY 2025-26 budgeted FTE is as follows:

Full Time Equivalent (FTE) Staff Positions

SHA Section	FY 2024-25 budget	FY 2025-26 budget	Difference
Central Office	26	21	- 5
Grants	8	7	- 1
Section 8	17	17	+ 0
Property Mgmt.	21	19	- 2
Total	72	64	-8

REVENUES



Numbers in parentheses below indicate 2025-2026 budget figures.

Operating Subsidy (33,668,272)

This total represents subsidies paid to landlords on behalf of renters participating under the Housing Choice Voucher Program and operating subsidies for the remaining Public Housing units, which are based on a HUD formula of need and proration factor much like HCV.

Description	Total (\$)
Housing Voucher Subsidies	33,205,662
Public Housing Operating Subsidies	462,610
Total Operating Subsidy	33,668,272

Fee Revenue (\$5,811,173)

Administration fees of \$3,640,969 total are anticipated from the Voucher and VRAP programs. Additionally, \$1,875,308 total is anticipated for Central Office fees, which the Authority earns for providing centralized administrative support to properties and programs.

Other Governmental Grants (\$1,261,034)

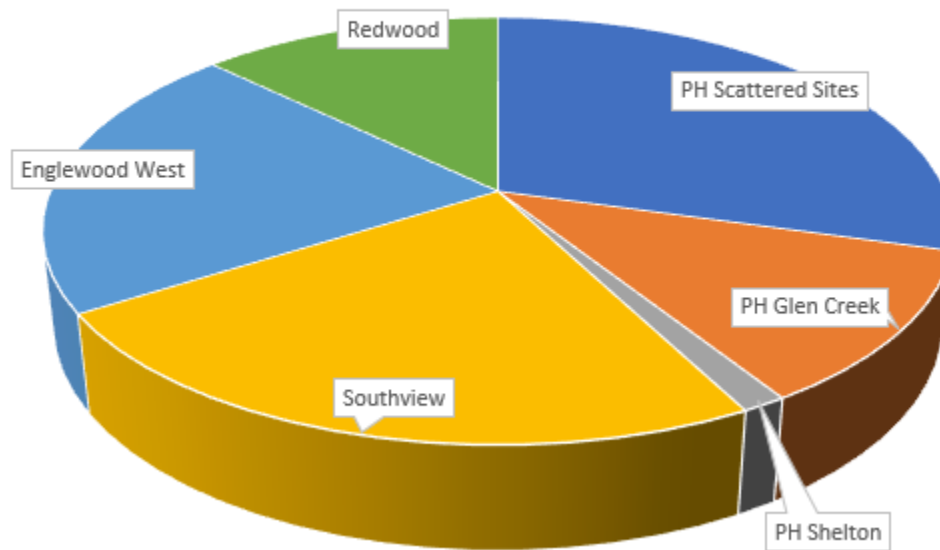
HUD operating grants support the Authority's operations. The Authority anticipates \$420,540 total from the Capital Fund Program (CFP) to spend on public housing operating supplies and contracts. Operating grant revenue for the VRAP, VIDA, FSS and other programs is budgeted for \$840,494 total. No new grant programs in FY 2026.

Description	Total (\$)
Operating Grants	
FSS (Family Self-Sufficiency)	402,394
Public Housing (PH) Fund Program (CFP)	420,540
VIDA	15,000
VRAP	336,698
Community Capacity Building Funding	60,000
Other grants	26,402
Total Other Governmental Grants	1,261,034

Net Tenant Rents (\$1,526,070)

The aggregate of tenant rents anticipated from residents of Public Housing, Redwood Crossings, Southview Terrace and Englewood West Apartments is budgeted for a total of \$1,526,070.

FY26 Budgeted Tenant Rental Income by Property

**Other Revenue (\$825,913)**

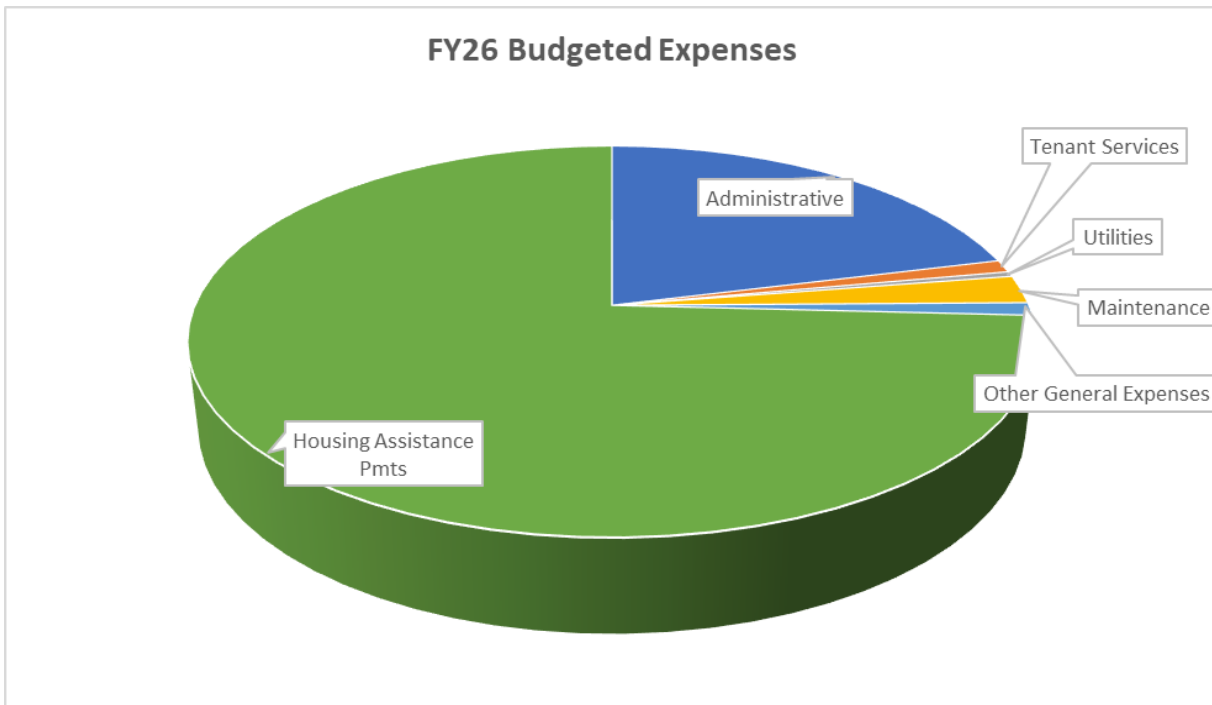
Other Revenue can be miscellaneous rebates, insurance reimbursement, donations, landlord repayments and collection of accounts after write-off. Another component of Other Revenue is CFP operations income of \$370,543 estimated from CFP operations.

Tenant Other Revenue (\$56,200)

Tenant charges are the main component of other tenant revenue. These charges usually arise as repair costs for damages to the units exceeding the security deposit.

Total Revenue (\$43,148,662)

EXPENSES



Numbers in parentheses indicate 2025-2026 budget figures. This budget excludes costs, such as personnel and central office fees, allocated to the LIHTC projects (Robert Lindsey Tower, Parkway East, Parkway West, Yaquina Southfair, Sequoia Crossings, and Salem Housing Preservation 4% and 9%).

Housing Assistance Payments (\$33,275,775)

Rent subsidies and/or security deposits paid to landlords on behalf of eligible renters for Voucher and grant programs. These expenditures are offset by revenues allocated for Housing Assistance Subsidy.

Administration (\$9,434,167)

The primary administrative expenditures are personnel services and central office fees. Personnel service costs are salaries and fringe benefit costs paid to Housing Authority employees. Central office fees are paid by the housing properties, Housing Choice Voucher, Public Housing, Capital Fund, Owned Housing, and Grant programs to the Central Office.

Other administrative costs include legal services, audit fees, travel and training expenses, technical publications, dues, office supplies, office equipment maintenance, printing, postage, and telecommunications.

Maintenance (\$1,033,864)

Property maintenance encompasses all areas of the units, buildings, and grounds at the Authority's properties and offices. Costs include maintenance mechanic wages and benefits, various supplies, and service contracts. Maintenance contracts include vehicle maintenance, pest control, elevator maintenance, and garbage collection costs.

Utilities (\$186,104)

Utilities include all Authority-paid utility costs, excluding garbage. Utility costs are incurred at the Authority's office, Public Housing, Redwood Crossings, Southview Terrace and Englewood West common areas and in vacant units. Also includes street lighting charges for PH and Owned units.

Other General Expenses (\$473,752)

The primary components of this expenditure category are (1) insurance premiums paid for property, general liability, automobile, flood, fidelity bond, and errors and omissions coverage through the Housing Authorities Risk Retention Pool; (2) a Public Housing "Payment In Lieu of Taxes" (PILOT) to the City of Salem, which is determined by a formula using Public Housing tenant rents units and utility costs insurance; and (3) Family Self-Sufficiency (FSS) deposits made to escrow accounts, which are released to families upon graduating from the FSS program for meeting their goals. (More information about the FSS program is available on the Authority's website at salemhousingor.com/family-selfsufficiency.)

Tenant Services (\$462,433)

This amount pertains to tenant direct services in public housing, and client services or barrier expenses (e.g. basic needs, housing, transportation) through grant programs.

Total Expenses (\$44,866,095)**Net Operating Loss (\$1,717,433)****Other Restricted Funds (-\$1,717,433)**

This cash outflow represents spending of prior year individual program funds to balance the budget due to the net operating loss.

Net Cash Flow (\$0)

All budgets are break even.

**SALEM HOUSING AUTHORITY
CONSOLIDATED**

	FY 2026	FY 2025	FY 2025	FY 2024
	BUDGET	PROJECTED	BUDGET	ACTUAL
Description	Consolidated	Consolidated	Consolidated	Consolidated
REVENUES				
Total Operating Subsidy	33,668,272	31,958,022	31,958,022	33,071,564
Total Net Rental Income	1,526,070	2,085,589	2,085,589	2,002,611
Total Tenant Other Revenue	56,200	15,825	15,825	9,666
Total Other Government Grants	1,261,034	2,589,663	2,078,456	1,839,929
Total Fee Revenue	5,811,173	5,600,779	5,441,268	5,892,716
Total Other Revenue	825,913	729,578	739,471	3,561,124
TOTAL REVENUES	43,148,662	42,979,457	42,318,631	46,377,610
EXPENSES				
Total Administrative	9,434,167	9,462,243	9,654,305	7,577,194
Total Tenant Services	462,433	854,351	890,894	956,509
Total Utilities	186,104	178,206	178,724	185,565
Total Maintenance	1,033,864	1,178,928	1,307,952	1,191,650
Total Other General Expenses	473,752	506,835	518,430	341,408
Total Housing Assistance Payments	33,275,775	31,784,161	31,784,161	32,309,112
TOTAL EXPENSES	44,866,095	43,964,723	44,334,467	42,561,439
NET INCOME/(LOSS)	(1,717,433)	(985,266)	(2,015,836)	3,816,171
Total Primary Debt Service	-	48,102	48,102	467,816
Capital Improvements	-	447,420	380,484	179,279
Other Restricted Funds	(1,717,433)	(1,480,788)	(2,444,422)	3,169,076
Redwood Loan Payment to SHA	-	-	-	-
Sequoia Developer Fee Payment to SHA	-	-	(660,397)	-
Net Cash Flow	-	-	-	-

CENTRAL OFFICE (Affordable and Federal Housing)

The Central Office budgets represent the Housing Authority's centralized administrative functions. The Central Office was originally established to conform to HUD's Public Housing program requirements and was later split in FY 2014 to separate Federal and non-federal sources of funding to conform with planned HUD changes to Central Office funding from federal sources. This split easily identifies non-federal funds that are not subjected to any possible future recapture by HUD.

The Central Affordable budget receives management fees from Owned Housing (Redwood Crossings, Englewood West and Southview Terrace properties), Managed properties (Doral House, Wallace House, Hawthorne House and Englewood East), SHA Affordable Housing (Yaquina Southfair, Sequoia Crossings, Parkway West, Parkway East, Robert Lindsey Tower, Salem Housing Preservation 4% and Salem Housing Preservation 9%) and Grant programs. This section also receives development fees as earned from housing construction projects, per agreement cash flow allows.

The Central Federal budget receives management fees from Federal programs such as the Public Housing, Capital Fund, Voucher and Moderate Rehabilitation programs. Central Federal expenses reflect indirect agency staffing (Housing administrator and others) and associated administrative cost for federal programs.

Central Office Affordable

	FY 2026	FY 2025	FY 2025	FY 2024
	BUDGET	PROJECTED	BUDGET	ACTUAL
Description	NF-COCC	NF-COCC	NF-COCC	NF-COCC
REVENUES				
Total Fee Revenue	718,018	758,140	622,947	606,438
Total Other Revenue	345,468	283,676	127,100	2,867,549
TOTAL REVENUES	1,063,486	1,041,816	750,047	3,473,987
EXPENSES				
Total Administrative	2,031,212	2,020,415	1,935,287	766,900
Total Utilities	-	-	-	-
Total Maintenance	30,627	627	31,453	447
Total Other General Expenses	29,553	27,632	58,500	(14,654)
Total Housing Assistance Payments	-	-	-	-
TOTAL EXPENSES	2,091,391	2,048,673	2,025,241	752,692
NET INCOME/(LOSS)	(1,027,905)	(1,006,857)	(1,275,193)	2,721,294
Other Restricted Funds	(1,027,905)	(1,006,857)	(1,275,193)	2,721,294
Redwood Loan Payment to SHA	-	-	(200,000)	-
Sequoia Developer Fee Payment to SHA	-	-	(660,397)	-
Net Cash Flow	-	-	-	-

Central Office Federal

	FY 2026	FY 2025	FY 2025	FY 2024
	BUDGET	PROJECTED	BUDGET	ACTUAL
Description	COCC	COCC	COCC	COCC
REVENUES				
Total Fee Revenue	1,157,290	1,120,509	1,097,488	1,280,818
Total Other Revenue	171,000	35,217	201,686	41,561
TOTAL REVENUES	1,328,290	1,155,727	1,299,174	1,322,379
EXPENSES				
Total Administrative	1,454,495	1,550,524	1,786,895	1,807,698
Total Utilities	4,808	4,808	5,326	4,735
Total Maintenance	10,936	10,936	8,443	9,954
Total Other General Expenses	15,377	15,377	3,097	44,996
Total Housing Assistance Payments	-	-	-	-
TOTAL EXPENSES	1,485,616	1,581,645	1,803,760	1,867,383
NET INCOME/(LOSS)	(157,326)	(425,918)	(504,586)	(545,004)
Other Restricted Funds	(157,326)	(425,918)	(504,586)	(545,004)
Net Cash Flow	-	-	-	-

OWNED HOUSING

Englewood West Apartments

Englewood West Apartments for seniors was constructed in 1991 and was originally owned by a Low-Income Housing Tax Credit Limited Partnership with the Housing Authority as general partner and property manager. On January 1, 2007, the Englewood West Apartments Limited Partnership transferred ownership of the 54-unit complex to the Housing Authority. This property was refinanced on July 17, 2016 with Columbia Bank due to low interest rates available and needed capital improvements (roof and heating/cooling unit replacements) with a 15 year fully amortizing loan at a 2.5% tax exempt interest rate. No debt was paid down in FY 2025.

Over the course of 2025, Englewood West has been undergoing pre-development activities to prepare for a late year funding application for rehabilitation. In addition, the Authority added rental subsidies to 25 units to assist Seniors with lessening their rent burden.

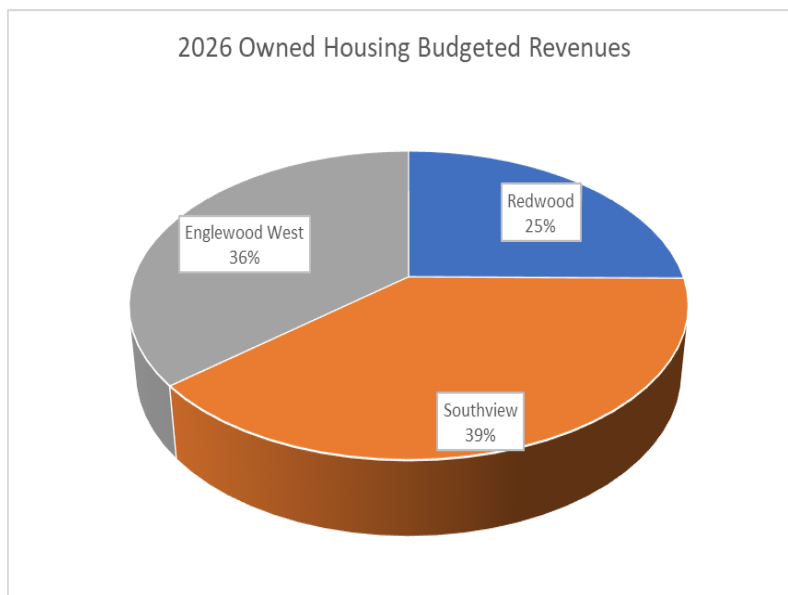
Southview Terrace Apartments

Southview Terrace was constructed in 1993 and was originally owned by the Southview Terrace Apartments Limited Partnership with the Housing Authority as general partner and property manager. The limited partnership transferred ownership of the property to the Housing Authority on January 1, 2009. No debt was paid down in 2024.

Over the course of 2025, Southview Terrace has been undergoing pre-development activities to prepare for a late year funding application for rehabilitation.

Redwood Crossings

Redwood Crossings is owned solely by the Authority and was opened in 2020. Acquisition and construction of this Permanent Supportive Housing was funded by a combination of grant sources, permanent loans, and construction financing, as well as SHA reserves. Section 8 Project Based Vouchers provide rental assistance for 31 units at this property.



**SALEM HOUSING AUTHORITY
OWNED HOUSING
Redwood Crossings**

	FY 2026	FY 2025	FY 2025	FY 2024
	BUDGET	PROJECTED	BUDGET	ACTUAL
Description	Redwood	Redwood	Redwood	Redwood
REVENUES				
Total Net Rental Income	195,300	270,630	270,630	218,694
Total Tenant Other Revenue	3,000	3,000	3,000	-
Total Other Revenue	44,220	75,945	75,945	167,784
TOTAL REVENUES	242,520	349,575	349,575	386,478
EXPENSES				
Total Administrative	164,150	163,422	163,422	105,432
Total Tenant Services	-	-	-	-
Total Utilities	38,052	34,826	34,826	36,782
Total Maintenance	173,354	162,088	162,088	175,248
Total Other General Expenses	38,448	37,910	37,910	39,375
Total Housing Assistance Payments	-	-	-	-
TOTAL EXPENSES	414,004	398,245	398,245	356,838
NET INCOME/(LOSS)	(171,484)	(48,669)	(48,669)	29,640
Total Primary Debt Service	-	-	-	-
Other Restricted Funds	(171,484)	(48,669)	(48,669)	29,640
Redwood Loan Payment to SHA	-	-	200,000	-
Net Cash Flow	-	-	-	-

**SALEM HOUSING AUTHORITY
OWNED HOUSING
Englewood West**

	FY 2026	FY 2025	FY 2025	FY 2024
	BUDGET	PROJECTED	BUDGET	ACTUAL
Description	Englewood West	Englewood West	Englewood West	Englewood West
REVENUES				
Total Net Rental Income	323,702	473,752	473,752	437,624
Total Tenant Other Revenue	1,200	1,200	1,200	300
Total Other Revenue	23,727	35,413	35,413	35,240
TOTAL REVENUES	348,628	510,365	510,365	473,163
EXPENSES				
Total Administrative	80,488	166,060	166,060	101,334
Total Tenant Services	-	-	-	-
Total Utilities	51,912	50,400	50,400	50,061
Total Maintenance	82,823	76,004	76,004	101,764
Total Other General Expenses	29,720	47,295	47,295	37,214
Total Housing Assistance Payments	-	-	-	-
TOTAL EXPENSES	244,944	339,759	339,759	290,373
NET INCOME/(LOSS)	103,684	170,605	170,605	182,790
Total Primary Debt Service	-	48,102	48,102	48,014
Other Restricted Funds	103,684	122,503	122,503	134,777
Redwood Loan Payment to SHA				
Net Cash Flow	-	-	-	-

**SALEM HOUSING AUTHORITY
OWNED HOUSING
Southview Terrace**

	FY 2026	FY 2025	FY 2025	FY 2024
	BUDGET	PROJECTED	BUDGET	ACTUAL
Description	Southview	Southview	Southview	Southview
REVENUES				
Total Net Rental Income	360,528	527,339	527,339	484,646
Total Tenant Other Revenue	3,000	3,000	3,000	295
Total Other Revenue	9,681	29,335	29,335	22,692
TOTAL REVENUES	373,208	559,674	559,674	507,633
EXPENSES				
Total Administrative	151,768	199,344	199,344	133,967
Total Tenant Services	1,200	-	-	-
Total Utilities	43,654	41,575	41,575	45,065
Total Maintenance	137,472	124,264	124,264	178,894
Total Other General Expenses	36,300	42,250	42,250	47,733
Total Housing Assistance Payments	-	-	-	-
TOTAL EXPENSES	370,395	407,434	407,434	405,659
NET INCOME/(LOSS)	2,814	152,240	152,240	101,975
Total Primary Debt Service	-	-	-	419,803
Other Restricted Funds	2,814	152,240	152,240	(317,828)
Net Cash Flow	-	-	-	-

FEDERAL HOUSING PROGRAMS

Public Housing

The Authority currently owns and manages 137 units of HUD subsidized public housing located in Salem and Keizer. These projects are referred to as follows:

AMP 1: Multi-family apartment sites 2 locations totaling 58 family units built in 1972

AMP 3: Scattered sites 79 family units acquired 1978 through 1987

Construction and acquisition costs for these units were funded through 40-year contracts with the federal government. These loans were “forgiven” by HUD in 1993.

Operating revenue for these units is provided chiefly by tenant rents and subsidy determined by the HUD. Eligible applicants must have annual gross income not exceeding 80 percent of area median income.

B.2.b New Activities

The PHA intends to undertake new activities related to the following in the PHA’s current fiscal year:

- Demolition and/or Disposition
- Project-Based Vouchers
- Updating Public Housing Admissions and Continued Occupancy Plan (ACOP) and Housing Choice Voucher Administrative Plan to implement new requirements of the Housing Opportunity Through Modernization Act (HOTMA)

(b) Describe the activities:

Disposition Activities

B.1.b Revisions of Existing PHA Plan Elements

(a) The following PHA Plan elements have been revised by the PHA since its last Five-Year PHA Plan submission:

- Public Housing Demolition / Disposition Activities

(a) Describe the revisions for each element:

Public Housing Demolition / Disposition

Conversion of Public Housing through Section 18 program.

The remaining public housing stock, consisting of 137 units, has been identified as a strong candidate for conversion under the Section 18 Demolition/Disposition program. The plan is to replace these units with more sustainable housing options to better serve the community in the long term.

Phase 1 – 11-4 Multifamily Units – Project # OR011203300 (58 units)

Unit Mix: 42 3-Bedroom, 12 4-Bedroom and 4 5-Bedroom units

Shelton Village
2540-2578 SE Lee St
Salem, OR 97301

HUD approved the disposition of this property in 2024. Shelton Village will be listed for sale at Fair Market Value in 2025. All qualifying residents have received Tenant Protection Vouchers and are currently in the process of relocating. Once all units have been vacated, the property will be listed by our Broker of Record.

Glen Creek Village
1260-1318 Orchard Heights Rd
Salem, OR 97304

Following the sale of Shelton Village, redevelopment of the site at 1260–1318 Orchard Heights Rd will begin. This West Salem location, which currently lacks affordable housing options, consists of over 6 acres but houses only 30 units. The Salem Housing Authority plans to seek HUD approval to demolish this site and replace it with a higher-density development, potentially tripling the number of affordable housing units.

Phase 2 – 11-9 Scattered Sites – Project # OR011203100 (79 Units)

Unit Mix: 20 2-Bedroom, 51 3-Bedroom, and 8 4-Bedroom units

Locations vary around the city of Salem/Keizer.

The Salem Housing Authority plans to replace these scattered site units with more sustainable long-term housing solutions. SHA will offer Tenant Protection Vouchers to eligible residents and is committed to its mission of providing durable, safe, and affordable housing. SHA will follow HUD's guidance under the Uniform Relocation Act and any specific directives from the local HUD Field Office.

Disposition Strategy:

1. Homes determined to be a great fit for affordable first-time homeownership opportunities which meet the following criteria will be offered to qualified families with the existing structure and existing tax lot:
 - a. Location has access to transportation, food, shopping, schools, etc.
 - b. Structure would easily be FHA financeable.
 - c. One or more entities have noted it as ideal for affordable homeownership.

AND:

2. Homes Determined to not be the best fit for affordable homeownership due to:
 - a. Tax Lots are large enough to support new middle housing developments to increase density.
 - b. Home is not an ideal candidate for FHA financing.
 - c. Location is in a food desert, far from transportation options, existing home has created a lack of self-sufficiency options which are generally tied to neighborhood activity outside of SHA control.

At current count, we have classified the homes as follows:

Homes to enter affordable homeownership opportunities as-is = **46 (44 Salem, 2 Keizer)**

Home to enter partnership for the purpose of selling at a reduced rate with the intent to demolish and rebuild. (Increase density and/or repair or replace existing structure) = **33 (31 Salem, 2 Keizer)**

The Salem Housing Authority will partner with Habitat for Humanity. Should Habitat decline participation for any specific property, SHA will issue a Request for Interest to other qualified nonprofit organizations.

Preferences:

Given the limited availability of affordable homeownership opportunities in the Salem/Keizer region, SHA has developed local preference policies to prioritize existing community members and deter institutional investment.

Any partner organization must agree, via a Memorandum of Understanding, to honor the following preferences: (Updated to reflect public comment and commissioner amendment from the public hearing held 7/14/2025)

1. **SHA Resident Preference:** Current tenants will have the first right to purchase the homes they occupy. If a home is redeveloped, the original resident will have the first right to return, if eligible.
2. **Community Business & Education Leaders (CBEL) Preference:** First-time homebuyer referrals from CBEL partners who are current renters in neighborhoods where SHA homes are available.
3. **Neighborhood Preference:** First-time homebuyers who are existing renters in the neighborhood where an SHA home is for sale. Eligibility verification will be required.
4. **Veterans Preference:** Veterans preference applies when feasible.
5. **Habitat for Humanity Homes:** Habitat will apply the same preferences (#1–#4). If no qualified candidates are identified, they will use their own established preference system.

Important facts:

All sales will require a deed restriction that limits income to 120% AMI. We ask that there will be no penalty if the unit is transferred to a verified family member. The intent is opportunity to build generational wealth through homeownership.

Project Based Vouchers

SHA is permitted by HUD regulations to convert a maximum of 20 percent of its Housing Choice Voucher allocation to Project Based Vouchers (PBVs).

In the 2024-2025 Fiscal Year, SHA may, at its discretion, award up to 100 Project-Based Vouchers to projects that meet the requirements outlined in its Housing Choice Voucher Administrative Plan, until the maximum cap is met.

Description of SHA's PBVs as of 05/01/2024

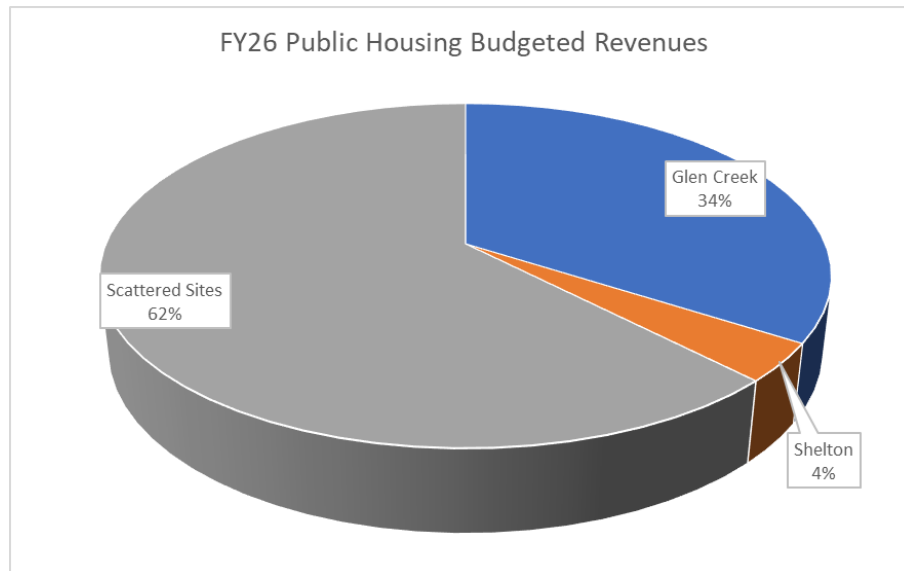
Project	Sponsor	PBVs Awarded	Units under AHAP	AHAP Effective Date	Units Under HAP	HAP Effective Date
Mahonia Crossing	Community Development Partners	56		8/31/2022	51	1/1/2024
Hope Plaza	Center for Hope and Safety	16	16	9/23/2022	16	09/12/2024
Redwood Crossings	SHA	31		11/22/2019	31	8/20/2020
Sequoia Crossings	SHA	40		10/26/2022	40	2/6/2024
Southfair	SHA	32		12/13/2021	32	2/18/2022
Yaquina	SHA	51		12/31/2021	51	5/26/2023
Renaissance Place (VASH PBV)	Renaissance Place	4		2011	4	2013
Voyagers Village	MIC and AAPI	14		2026		
Englewood West	SHA	25		2025		
Southview Terrace	SHA	25		2025		
TOTALS:		294	16		225	

Awarded – Project has been allocated voucher to be project-based when development is complete and ready for occupancy.

Project-Based – Vouchers have been attached to specific units.

Description of Consistency with PHA Plan

SHA made all required determinations and considered all factors under 24 CFR 983.57 when awarding the PBVs described above. The projects to which the PBVs were awarded are located in census tracts where there are meaningful opportunities for educational and economic advancement, therefore; the award of these PBVs is consistent with the PHA Plan goals of expanding the supply of affordable housing, increasing assisted housing choices, providing improved living environments, and promoting self-sufficiency.



**SALEM HOUSING AUTHORITY
PUBLIC HOUSING**

	FY 2026	FY 2025	FY 2025	FY 2024
	BUDGET	PROJECTED	BUDGET	ACTUAL
Description	Public Housing	Public Housing	Public Housing	Public Housing
REVENUES				
Total Operating Subsidy	462,610	513,267	513,267	518,025
Total Net Rental Income	646,540	813,868	813,868	861,648
Total Tenant Other Revenue	49,000	8,625	8,625	9,071
Total Other Revenue	73,414	131,416	131,416	129,669
TOTAL REVENUES	1,231,564	1,467,176	1,467,176	1,518,412
EXPENSES				
Total Administrative	604,955	353,830	353,830	332,795
Total Tenant Services	7,608	7,608	7,608	19,984
Total Utilities	42,378	41,552	41,552	44,317
Total Maintenance	561,033	745,149	745,149	707,490
Total Other General Expenses	237,295	250,198	243,205	127,344
TOTAL EXPENSES	1,453,270	1,398,337	1,391,345	1,231,930
NET INCOME/(LOSS)	(221,705)	68,838	75,830	286,482
Other Restricted Funds	(221,705)	68,838	75,830	286,482
Net Cash Flow	-	-	-	-

FEDERAL HOUSING PROGRAMS

Section 8 Housing Choice Voucher Program

Housing Choice Vouchers (Vouchers) offer financial assistance to households receiving less than 50 percent of area median income. Under the program, the Authority provides a subsidy that is the difference between the “payment standard” established for a given unit size and up to 40 percent of the participant’s income. The Authority is responsible to maintain a program waiting list, determine the applicant’s eligibility, inform the applicant of program requirements, ensure that the rental unit selected by the participant meets housing quality standards and enter a housing assistance payment contract with the owner. The Authority is authorized to serve up to 3,109 households with Vouchers throughout the 2025-2026 fiscal year, subject to funding availability.

SALEM HOUSING AUTHORITY HOUSING CHOICE VOUCHER PROGRAM Administration

	FY 2026	FY 2025	FY 2025	FY 2024
	BUDGET	PROJECTED	BUDGET	ACTUAL
Description	HCVP Admin	HCVP Admin	HCVP Admin	HCVP Admin
REVENUES				
Total Operating Subsidy	-	-	-	-
Total Fee Revenue	3,640,969	3,420,832	3,420,832	3,717,019
Total Other Revenue	158,403	138,576	138,576	296,629
TOTAL REVENUES	3,799,372	3,559,408	3,559,408	4,013,648
EXPENSES				
Total Administrative	3,516,116	3,241,569	3,241,569	2,807,365
Total Utilities	5,300	5,045	5,045	4,604
Total Maintenance	37,620	58,035	58,035	13,607
Total Other General Expenses	87,059	86,173	86,173	59,400
Total Housing Assistance Payments	-	-	-	-
TOTAL EXPENSES	3,646,094	3,390,823	3,390,823	2,884,976
NET INCOME/(LOSS)	153,278	168,585	168,585	1,128,671
Other Restricted Funds	153,278	168,585	168,585	1,128,671
Net Cash Flow	-	-	-	-

**SALEM HOUSING AUTHORITY
HOUSING CHOICE VOUCHER PROGRAM
Housing Assistance Payments**

	FY 2026	FY 2025	FY 2025	FY 2024
	BUDGET	PROJECTED	BUDGET	ACTUAL
Description	HCVP HAP	HCVP HAP	HCVP HAP	HCVP HAP
REVENUES				
Total Operating Subsidy	33,205,662	31,444,756	31,444,756	32,553,540
Total Fee Revenue	-	-	-	-
Total Other Revenue	-	-	-	-
TOTAL REVENUES	33,205,662	31,444,756	31,444,756	32,553,540
EXPENSES				
Total Administrative	-	-	-	-
Total Utilities	-	-	-	-
Total Maintenance	-	-	-	-
Total Other General Expenses	-	-	-	-
Total Housing Assistance Payments	33,275,775	31,784,161	31,784,161	32,309,112
TOTAL EXPENSES	33,275,775	31,784,161	31,784,161	32,309,112
NET INCOME/(LOSS)	(70,113)	(339,405)	(339,405)	244,427
Other Restricted Funds	(70,113)	(339,405)	(339,405)	244,427
Net Cash Flow	-	-	-	-

GRANT PROGRAMS

Veterans Rental Assistance Program (VRAP):

SHA was awarded another two-year grant from Oregon Health Authority to provide rental assistance, barrier removal assistance and case management to homeless veterans with disabilities. SHA partners with outside community socialservice agencies to manage clients and provide assistance services. Current funding allows up to 42 veterans to receive rental assistance and support services.

VIDA

The Authority has an agreement with CASA of Oregon to facilitate Individual Development Account (IDA) services for Housing Authority clients moving toward homeownership or other goals related to self-sufficiency. VIDA funds received by the Authority are administration fees, which SHA uses to give back to clients in need of resources and to offset the costs of administering the program. The VIDA also provides matching funds direct to client IDAs, which are not shown in this budget. This program is run in conjunction with the FSS program.

Family Self Sufficiency Program (FSS)

The Authority has a grant agreement with HUD for to provide self-sufficiency training and assistance to FSS families. The families voluntarily enroll in the program and agree to a plan to achieve specific goals within 5 years. As families achieve an increase in income, the subsidy savings is placed into an escrow account for the family. When the family achieves program goals, the escrow account is released to the family and is frequently used for higher education or homeownership.

Capital Fund Program (CFP)

The Authority annually receives CFP funds under a formula grant from HUD that considers the number and type of units and the age of the agency's Public Housing stock. The funds may be used to make major physical improvements to Public Housing, management improvements that enhance the Authority's capability in operating all programs. The CFP budgets are part of the Public Housing Agency Plan, which was adopted by the Housing Authority Commission on July 10, 2023.

Community Capacity Building Funding (CCBF)

Community Capacity Building Funding will be used to provide training to staff who will have a direct role in overseeing, designing, implementing, and/or executing HSRN (Health-Related Social Needs) responsibilities over the 18-month period of the grant, which begins August 31, 2024. Health equity will be promoted for residents and program participants by facilitating access to necessary supports to maintain their housing, including: case management to prevent and address conflict to avoid eviction and other adverse action, referrals to resources for mental and physical health, emergency financial assistance, referrals to resources to address substance / alcohol abuse or dependence, and other resources as needed to support housing stability.

Sequoia Crossings Permanent Supportive Housing

Oregon Housing Community Services (OHCS) provides funding for Permanent Supportive Housing (PSH) at Sequoia Crossings, which offers 60 units with PSH services. Potential residents are referred to available units through the community Coordinated Entry system, focusing on individuals and households who are experiencing homelessness and who would benefit from supportive services to maintain housing stability. Sequoia Crossings was opened by the Authority for providing these housing services in February 2024.

Rapid Re-Housing

Oregon Housing Community Services (OHCS) provides funding under the governor's emergency declaration to counter the 80% rise in unsheltered homelessness in emergency areas since 2017. The Authority deploys this funding to assist individuals and families in the housing search process, provide linkage to supportive services that address barriers to housing, and administer flexible barrier removal funds for participating households to address application fees, security deposits/utility deposits, debts owed to previous property owners/utility companies, moving costs, basic needs at move-in, and/or other financial barriers for which other resources are unavailable.

SALEM HOUSING AUTHORITY GRANTS & OTHER PROGRAMS

	FY 2026 BUDGET	FY 2025 PROJECTED	FY 2025 BUDGET	FY 2024 ACTUAL
Description	Grants & Other Programs	Grants & Other Programs	Grants & Other Programs	Grants & Other Programs
REVENUES				
Total Other Government Grants	1,261,034	2,589,663	2,078,456	1,839,929
Total Fee Revenue	294,896	301,298	300,000	288,441
TOTAL REVENUES	1,555,930	2,890,961	2,378,456	2,128,370
EXPENSES				
Total Administrative	1,430,982	1,767,079	1,807,898	1,521,703
Total Tenant Services	453,624	846,742	883,286	936,525
Total Maintenance	-	1,825	102,515	4,247
TOTAL EXPENSES	1,884,607	2,615,646	2,793,699	2,462,475
NET INCOME/(LOSS)	(328,676)	275,315	(415,243)	(334,105)
Capital Improvements	-	447,420	380,484	179,279
Other Restricted Funds	(328,676)	(172,105)	(795,727)	(513,384)
Net Cash Flow	-	-	-	-

MANAGED PROPERTIES

Ten (10) low-income housing developments are managed by the Authority, although four of the housing developments include two properties each. Brief descriptions of the projects are provided here for informational purposes only. The budgets are approved by the owners or limited partners.

Englewood East

This 50-unit complex for elderly and handicapped households was built in 1981 with funding received from the HUD Section 202 Program. Owned by Teton Non-Profit Housing Corporation and managed by SHA, rents are subsidized through the HUD Section 8 Project Based Rental Assistance Program.

Doral House and West Salem House

These are single-family homes owned by the City of Salem and managed by SHA.

Hawthorne House

This single-family residence is owned by Chemeketa Non-Profit Housing Corporation and managed by SHA. The 1996 rehabilitation of this home was financed with Community Development Block Grant a loan from the City of Salem's Urban Development Department.

Salem Housing Preservation 4 Percent

This multifamily LLC converted Northgate and Livingston Villages from Public Housing in December 2019, via Rental Assistance Demonstration (RAD). The project partners with US Bank as the member investor and utilizes Project Based Rental Assistance contracts to continue to allow for affordable housing. Renovations and rehab were completed in 2020 and was made possible by use of private debt and bond funds.

Salem Housing Preservation 9 Percent

This multifamily LLC converted Brush College and Meadowlark Villages from Public Housing in December 2019, via Rental Assistance Demonstration (RAD). The project partners with US Bank as the member investor and utilizes Project Based Rental Assistance contracts to continue to allow for affordable housing. Renovations and rehab were completed in 2021 and was made possible by use of private debt.

Parkway West and Parkway East

This 124-unit family complex was constructed in 1997. The Authority was successful in obtaining tax credits from the State of Oregon in 2013 which enabled the property to be converted into two new limited liability corporations with Wincopin Circle LLLP as the member investor. The properties completed a major rehabilitation project in 2015. Parkway West LLC is the new owner of Parkway West. Parkway East was combined with RLT for financial viability to form Robert Lindsey Tower LLC.

Robert Lindsey Tower

This is a multifamily limited liability corporation (with Wincopin Circle LLLP as the investor member). The conversion was effective June 1, 2014 and included the Parkway East property as part of the new LLC. RLT's conversion occurred as part of the Rental Assistance Demonstration project (RAD) offered by HUD to move properties from Public Housing and into Project Based Rental Assistance contracts to allow the use of debt and other private resources to make needed renovations to the property. Rehab was completed in early 2015.

Yaquina Hall and Southfair Apartments

Southfair is a multifamily 40-unit complex consisting of 1-, 2- and 3-bedroom units. The apartments completed renovations in October 2022, and two additional units were added for serving households in need of accessible features. Yaquina Hall was placed in service in April 2023 and brought in 51 new 1-bedroom units with on-site supportive services.

Sequoia Crossings

Our newest project utilizes a new funding stream offered for Permanent Supportive Housing through Oregon Housing and Community Services. Construction was completed in February 2024 on Sequoia Crossings, which features 54 1-bedroom and 6 2-bedroom units offering 24/7 services on-site over a period of 20 years. The units all have project based rental assistance which allow residents the ability to only pay 30% of their income.