



Salem
Housing
Authority

OCTOBER 2025

ISSUE #25



Airport

SALEM

Pierce

Salem Housing Authority

PROGRAM MANAGEMENT REPORT



OUR MISSION

Salem Housing Authority's mission is to assist low- and moderate-income families to achieve self-sufficiency through stable housing, economic opportunity, community investment, and coordination with social service providers.

Established in 1969 under provisions of Oregon state law, Salem Housing Authority serves approximately 9,000 Salem area residents within Salem/Keizer's Urban Growth Boundary with safe and affordable rental housing.

Salem Housing Authority is committed to building a stronger community through public housing, housing choice vouchers, affordable housing, and supportive services. We serve families, individuals, people with disabilities, and senior citizens.

SHA GLOSSARY

Section 8 Housing Choice Vouchers (HCV): SHA administers the Section 8 Housing Choice Voucher Program providing subsidies to eligible participants to rent from private landlords. The Housing Choice Voucher Program may support up to a maximum of 3,310 households per month, or until all funding is expended.

The Family Unification Program (FUP): provides Vouchers to families experiencing barriers to finding stable housing, including: 1) parents reuniting with children returning from foster care; 2) parents that need to provide a stable living environment to avoid having their children removed from their home; and 3) youth 18 to 21 years of age who have recently left the foster care system and need to return to their parent's home.

Veterans Assistance Supportive Housing Programs (VASH): SHA administers VASH Vouchers in partnership with the Veterans Administration (VA). The VA screens and refers eligible veterans to SHA. The VASH tenant-based program provides vouchers to at-risk homeless veterans.

Mainstream Vouchers: SHA administers Section 8 Mainstream Vouchers, which support families that include at least one non-elderly, disabled adult (age 18-61 at the time of admission to the program). These Vouchers are targeted for families who are homeless or at risk of homelessness.

Emergency Housing Vouchers: SHA was awarded 34 Vouchers through the Emergency Housing Voucher (EHV) program, which was funded as part of the American Rescue Plan Act (ARPA). These vouchers assist individuals and families who are homeless, or at-risk of being homeless, or were recently homeless or have a high risk of housing instability. Eligible families are referred directly from the Continuum of Care to SHA. EHV's include special administrative fees to help remove barriers to housing for participating families, including assistance with application fees, deposits, and utility arrears.

SHA GLOSSARY

Project-Based Voucher (PBV) is a housing program where rental assistance is attached to a specific housing unit rather than the tenant. The tenant receives assistance as long as they are living in the unit.

Occupancy Rate: Is the number of units vacant divided by the total number of units.

Properties: Salem Housing Authority owns and manages a portfolio of 789 units and has 1,181 units in partnership with other developers.

Vacant Unit: Is a unit that is rent-ready, or is still in progress for repairs and maintenance.

Renovations: Remodel.

Disposition: The sale of a unit.

Annual/Biennial Inspections: Housing Urban Development (HUD) requires the Public Housing Authority to inspect each unit under lease at least annually or biennially, depending on policy, to confirm that the unit still meets housing quality standards. The inspection may be conducted in conjunction with the family's annual reexamination or separately.

Initial Inspections: The PHA conducts initial inspections in response to a request from the family to approve a unit for participation in the Housing Choice Voucher program.

Fair Housing: The laws that govern what SHA is allowed to do as a landlord.

Public Housing: A low-income housing project (property) that is subsidized by public funds.

SHA GLOSSARY

Resident Advisory Board Member: The Resident Advisory Board (RAB) represents the residents of the Public Housing and Voucher Program participants assisted by the Public Housing Authority (PHA).

Being a member of the Resident Advisory Board plays a significant role in the planning process, development, and future modifications of the PHA Plan. Salem Housing Authority's goal is to collaborate and make sure we are getting input from our residents and providing the best practices available to our residents.

Individual Development Account (IDA): It helps you save more toward some of the most important investments you'll make in your life. Families or individuals with limited financial resources may be eligible to receive matching funds toward an approved purchase.

Visit <https://casaoforegon.org/learn-about-idas/> to learn more.

Voucher: A subsidy. Can be either Housing Choice (individual) or Project-Based.

Subsidy: Monetary assistance either by HUD, Section 8, or other programs.

***HUD** stands for **U.S Department of Housing and Urban Development**. It is an executive branch agency responsible for national housing policy and community development. HUD administers programs that provide **housing assistance**, ensure **fair housing opportunities**, and **support homeownership programs**.

Housing Assistance Payments (also called "**HAP**") are made monthly directly to property owners on behalf of leased Voucher participants.

SHA GLOSSARY

- **Low-Income Housing Tax Credit (LIHTC):**

The Low-Income Housing Tax Credit (LIHTC) program provides tax credits for developers to:

- construct,
- rehabilitate, or
- acquire and rehabilitate qualified low-income rental housing.

These development projects include multifamily and single-family rental housing units. Eligible applicants include for-profit, nonprofit, and housing authority developers. OHCS reserves and allocates credits to eligible properties through the Oregon Centralized Application process.

Background

LIHTC is a federal program used to finance the construction, acquisition, and rehabilitation of affordable rental housing for families and individuals with low incomes. The program was created in 1986 by the Tax Reform Act and made permanent in 1993.

LIHTC gives investors a dollar-for-dollar reduction in federal tax liability in exchange for investing in affordable rental housing. Investor's equity subsidizes the development, allowing units to rent below-market rates. In return, investors are eligible to receive tax credits paid in annual allotments over ten years. Financed projects must ensure tenant income eligibility requirements and restricted rents for 30-60 years after project completion. This means owners must keep rents below market rates and available to low-income tenants.

OHCS is the housing finance agency that allocates LIHTC for affordable housing developments.



FIRE DRILL TRAINING

On Friday, September 5, 2025, we conducted an exceptionally successful fire drill training session, skillfully coordinated by the dedicated team from the Salem Fire Department. This informative event offered both residents and staff a unique opportunity to gain important fire safety knowledge and skills. Participants learned about essential techniques, such as the proper use of fire extinguishers, which included hands-on demonstrations, and practical methods for safely extinguishing flames.

The training was designed to not only equip participants with crucial life-saving skills but also to enhance their confidence and peace of mind regarding the Salem Fire Department's efficient protocols for accessing residents' rooms during an emergency. The firefighters took time to explain their responsibilities and the steps they would take to ensure everyone's safety.

In addition to the hands-on training, the firefighters shared invaluable safety tips, stressing the significance of preparedness and situational awareness. They provided insights into recognizing potential fire hazards and creating effective escape plans, making the session both proactive and preventive.

Overall, this engaging and educational experience significantly boosted our community's readiness in the event of a fire. Feedback from participants indicated a heightened understanding of fire safety and an increased sense of security, reinforcing the critical role of community involvement in emergency preparedness.



CUSTOMER SERVICE

Customer Service

As of September 30, 2025, Salem Housing Authority Front Desk provided the following service:

The Front Desk tends to be very busy at the beginning of each month. During this time, we experience an increase in mail and welcome many walk-in clients who are eager to gather information or express their concerns. This is especially common when landlords report that they have not received their Housing Assistance Payment (HAP) for the month, which can understandably cause them stress. These

Front Desk Activities	Total
US Mail processed	33
Drop Box Items processed	793
Clients seen in-person	864
Voicemail returned	140
Email responses	261

issues often stem from changes such as a new bank account number or a change in property management. In most cases, they can be resolved quickly by reviewing the account in the landlord portal or updating W-9 information, often on the spot. We assure clients that landlords can contact us anytime to inquire about the status of HAP payments.

With the important budget discussions currently happening in Congress, we expect to hear from several concerned clients who want to know how these changes may affect their housing assistance. It's a busy time for us, and we're here to help! SHA is closely monitoring the situation; however, at this time, we do not anticipate any lapse in assistance. If that changes, we will provide updates both online and at our office.

Success Story

This month, we had the pleasure of working with a client as he progressed through our waiting list. He is very excited about getting his own place and visits regularly to check his status. He rides his bike from Silverton to the Salem Housing Authority each time! Recently, his name moved to the top of the list, and he is being considered for one of our public housing properties.

This client shared with us that he has a traumatic brain injury (TBI) and struggles with remembering his appointments and other important information we provide. To support clients like him, our staff members will often write down crucial appointments and steps to help ensure they don't miss or forget anything. This way, clients can stay focused on their goal of finding a home, demonstrating that with determination, they can overcome challenges.

SECTION 8

Voucher Lease Up

As of September 30, 2025, the following Salem Housing Authority Vouchers were under lease:

Section 8 Voucher	Total Allotment	Total Leased	Housing Assistance Payments
Housing Choice Vouchers	2,819	2,650	\$2,634,859
Family Unification Program (FUP)	119	100	\$122,263
Veterans Affairs Supportive Housing (VASH)	138	109	\$89,796
Mainstream Vouchers	192	139	\$132,179
Emergency Housing Vouchers	34	23	\$26,937

SHA leases up to the maximum amount of money available, not by the allotment number.



3,302
Total
Allotment



3,021
Total Leased



\$3,006,034
Housing Assistance
Payments

Housing Choice Voucher Program Updates from our Section 8 Manager

SECTION 8

Strong Progress and Continued Commitment

The HCV Team continues to demonstrate excellence and dedication in connecting families with stable housing. As of this month, 103 vouchers are actively "on the street" from our waiting list – a direct result of the team's focused leasing efforts.

Each Housing Specialist is currently conducting income interviews with three clients per week, working diligently to place vouchers in the hands of families seeking stability. In September alone, 45 families were interviewed, with an additional 19 appointments scheduled in the coming weeks. There are 47 more households currently awaiting screening – showing strong momentum in the voucher issuance pipeline.

Beyond new leasing activity, the team has also remained steady with ongoing caseload management. Just a few of the statistics to point out:

- 88 recertifications completed in September
- 34 families successfully moved into new units
- 10 port-in families either leased up or are actively searching within our jurisdiction
- 157 rent increase requests processed

Rent adjustments continue to be a significant component of program operations, fluctuating between 150 and 250 per month. A deeper analysis of rent reasonableness – particularly for Low-Income Housing Tax Credit (LIHTC) units – is now underway. With the release of new Fair Market Rents (FMRs), the team is carefully reviewing payment standards and monitoring market trends to maintain a balance: keeping units affordable without reducing the total number of families we can assist with HUD funding.

On the inspections side, our team has successfully completed a major project – eliminating the backlog caused by a prior software conversion. We are proud to report that inspections are now 100% current, and we are pressing forward with proactive scheduling.

September was a high-output month, and October is shaping up to be equally productive. This level of performance is only possible due to the skill and commitment of a highly capable team – united in their mission to support our community, one household at a time.

Inspection

SECTION 8

Inspection Activity

As of September 30, 2025, the Salem Housing Authority has issued the following Inspection Report:

Initial Inspections Status Report	Total
Passed	51
Of the passed inspections, number that passed the first time	38
Of the passed inspections, number that passed reinspection	9
Failed - still waiting repairs	5
Scheduled/waiting to schedule	1

Annual/Biennial Inspections Status Report	Total
Passed	143
Passed on the first attempt	0
Passed on reinspection's	0
Failed - Waiting on repairs	101

Successes Stories from Our Housing Inspector

SECTION 8

This month was challenging as I trained a new inspector during a particularly busy period, and the system we use struggled to operate, presenting a personal challenge for me.

- 363 Total Inspections
- 690 Emails processed
- 440 Calls processed

This month presented a significant challenge for me as I worked to effectively manage my time amidst various demands. I faced a series of changes in procedures related to processing contracts and inspections, which required a steep learning curve. In addition to these procedural adjustments, I also needed to secure my licensing, enroll in classes to enhance my skills, and dedicate substantial time to planning and researching for upcoming events and training sessions.

Amidst these challenges, I achieved one of my most notable successes: I tackled a substantial backlog of work and successfully implemented new procedures for confirming inspections as well as refining the initial inspection process. Beginning on June 5th, I took the initiative to revise the email template we used for initial inspections. This revision was crucial in addressing the alarmingly high 87% failure rate we had been experiencing with inspections.

As of September, I'm pleased to report that we have dramatically reduced that failure rate to just 12%. This improvement reflects our consistent effort to hold landlords accountable while ensuring that our requests and procedures remain standardized. By maintaining this level of consistency, we can continue to improve the inspection process and foster better relationships with landlords, which ultimately benefits the entire operation.

I successfully helped a domestic violence (DV) client secure a unit in a timely manner, and I want to express my heartfelt appreciation to our two Housing Quality Inspectors for their exceptional support and for prioritizing this case. Thanks to their efforts, we were able to push the necessary paperwork through quickly.

Within just one week, the client obtained her housing voucher and received a landlord packet, which is crucial for her to move forward. The client also played an essential role in this swift process by promptly providing all the required documentation, which significantly streamlined our efforts.

Moreover, I'm pleased to report that she has already identified a suitable unit to move into. Overall, it was a collaborative effort, and I am grateful for everyone's contributions to ensure the client was supported during this critical time.

On September 11th, I had the privilege of attending a graduation ceremony for the Family Self-Sufficiency (FSS) program. It was a joyous occasion filled with celebration and personal achievements. During the ceremony, the FSS coordinator engaged my client by asking her how much she expected to receive from her escrow check. My client, with a hopeful smile, estimated that it would be around \$1,000.

However, when she opened the envelope, her reaction was nothing short of priceless. To her astonishment, the check was for over \$13,000! Her face lit up with disbelief and joy as she processed the unexpected amount. It was a moment that encapsulated the hard work, perseverance, and determination she put into her goals over the past few years.

This milestone reflects not only her dedication but also the positive impact the program has had on her life. Today, she stands proud with a stable job, empowered to support herself and cover her rent. Witnessing her transformation and success was truly inspiring, making it an unforgettable moment for everyone involved.

A close-up photograph of a person's hands, wearing a black long-sleeved shirt, holding a small, simple house made of corrugated cardboard. The house has two square windows and a triangular roof. The background is blurred, showing a light-colored, textured surface.

SPECIAL PROGRAMS

Special Programs Team September 30, 2025

Special Programs has distinct teams that come together to serve our community: Landlord Navigator, Housing Specialists, Resident Services, and Family Self-Sufficiency Coordinators.

Special Program Vouchers	Total Allotment	Total Leased
Mainstream Vouchers (MS)*	192	135
Emergency Housing Vouchers	34	23
Project Based Voucher (PBV)**	294	231
Foster Youth to Independence (FYI)	7	7

*MS award number is unit of vouchers, which exceeds our cost per unit. We will always appear to be “under leased” for MS vouchers, but are exceeding our budgetary allotment. We are prohibited from re-leasing EHV voucher after attrition. Our EHV number of vouchers leased will continue to decline as participants leave the program or become financially self sufficient.

**PBV award number includes future developments that we do not have leasing capacity for at this time.

Housing Specialist

SPECIAL PROGRAMS

Housing Specialist Data Metrics	September
Annual Recertification Completed	9
Resident Requests Completed	2
Resident Requests Denied	1
Family Size Changes	3
Moves	7
Issuance of Voucher	2
Mandatory Conferences	1
Terminations	7
Port-Outs	1

Our housing specialists assist approximately 500 households that receive Mainstream Vouchers, Emergency Housing Vouchers, Project-Based Vouchers, and Foster Youth Independence Vouchers. In addition to their caseload, our housing specialist on Special Programs provide administrative support for our Section 8 housing specialists and administrative staff. They processed rent increases, provided in person briefings to clients new to the project-based voucher program, supported walk-in clients with urgent needs, and ran income screens for three additional housing specialist, alleviating their administrative burden.

Resident Services

This month, our resident services coordinator organized several enjoyable events at our senior sites. We hosted a hot fudge sundae event, potluck dinners, book club meetings, tenant association gatherings, and birthday celebrations. We continue to facilitate food share events to address food insecurity among our seniors living on fixed incomes.

Additionally, we collaborated with Center 50+ to provide more resources for our residents. On September 25th, Center 50+ brought their mobile food truck to Southview Terrace. The goal was to offer nutritious meals to seniors who may have difficulty accessing transportation. They provided three meal options, each for \$5. Seniors had the choice to either enjoy their meal in the community room with others or take it home. Center 50+ plans to hold this event once a month, weather permitting. Approximately 10 tenants purchased a meal during this event. We are grateful for community partners like Center 50+!



SPECIAL PROGRAMS

Landlord Navigator

Our landlord navigator provided 92 leads to thirty-five Section 8 voucher holders during the month of September. This work is possible due to ongoing collaborative relationships with 61 landlords. Seventeen referrals resulted in a passed inspection during the month of September, which means 17 families moved into their new home. An additional six referrals are in the inspection process. Approximately 66% of the referrals our navigator receives result in a housing placement. Given our tight rental market, high security deposits and increasing rents, this is an outcome worth celebrating.

A highlight of this month was our navigator's ability to constantly develop new professional connections: We were able to secure two new private landlords who had not previously worked with the Section 8 program. Both landlords have agreed to work with two of our voucher holders who face barriers and had been previously denied by other property management companies. This work is vital to maintaining safe and stable housing for all of our Section 8 participants, regardless of credit or rental histories in the past.

Family Self Sufficiency (FSS)

SPECIAL PROGRAMS

This month, the FSS team took and passed a Nan-McKay Family Self-Sufficiency Service Coordination exam. This course specifically focused on best practices for case management and more day-to-day tasks with our FSS participants. It focused on helping participants with goal setting, needs assessments, career help, resource coordination, FSS program creation guidance, and much more.

We went to our Annual FSS Service Coordinator conference, where we connected with FSS coordinators from all over Oregon. We networked and learned about many things, including the Northwest Access Fund, which educated us about the details of disability benefits for service providers.

We had 4 graduates receive their escrow checks this month, totaling \$50,624.83! As a reminder, each graduate receives their escrow after committing approximately five years to the program. They work closely with their coordinator to establish measurable, time specific goals, and remain growth minded. Each one of these households increased their earned income, investing in themselves and their future. This month's successes demonstrate again that SHA's FSS program is exceeding national averages.

Family Self Sufficiency Data Metric	September
Total Active Contracts at the Beginning of the Month	145
Graduates with Escrow	62
Escrow Paid Out (Graduates)	\$50,625
Total Monthly Escrow Current Participants	\$30,394
Exits (Voluntary or Involuntary Termed)	1
FSS Briefing Session Participants	5
New Enrollments	1
Clients Actively Engaging with Coordinators	43 (31%)



We were grateful to receive \$1,000 from the new South Salem Grocery Outlet, which opened this month. The donation will be used toward the FSS program as raffle prize gift cards to our FSS clients at events and new enrollments. One of the core values of the FSS program is to build community and relationship with a goal of economic growth and success. We are grateful to be able to foster connection with our local businesses and to show our participants that Salem supports their efforts towards self-sufficiency.



Family Self Sufficiency (FSS)

SPECIAL PROGRAMS



Property Management Updates

PROPERTY MANAGEMENT

Property Name	# of Units	Vacant Unit Status	Occupied
Brush College Village	21	1 Vacant Unit	20
Englewood East Apartments	50	None	50
Englewood West Apartments	54	12 vacant units being kept offline ahead of upcoming renovations.	42
Glen Creek	29	3 vacant	26
Livingston Village	26	3 Vacant Unit	23
Meadowlark Village	32	None	32
Northgate Village	28	None	28
Parkway East Apartments	46	None	46
Parkway West Apartments	79	None	79
Redwood Crossings	37	3 Vacant Units	34
Robert Lindsey Tower	62	None	62
Sequoia Crossings	60	3 Vacant Units	57
Scattered Sites	77	9 vacant units (all units offline for disposition)	68
Southfair Apartments	42	None	42
Southview Terrace Apartments	60	11 vacant units (are offline for extensive remodels)	49
Yaquina Hall	51	10 Vacant Units	41

Property Management Updates

PROPERTY MANAGEMENT

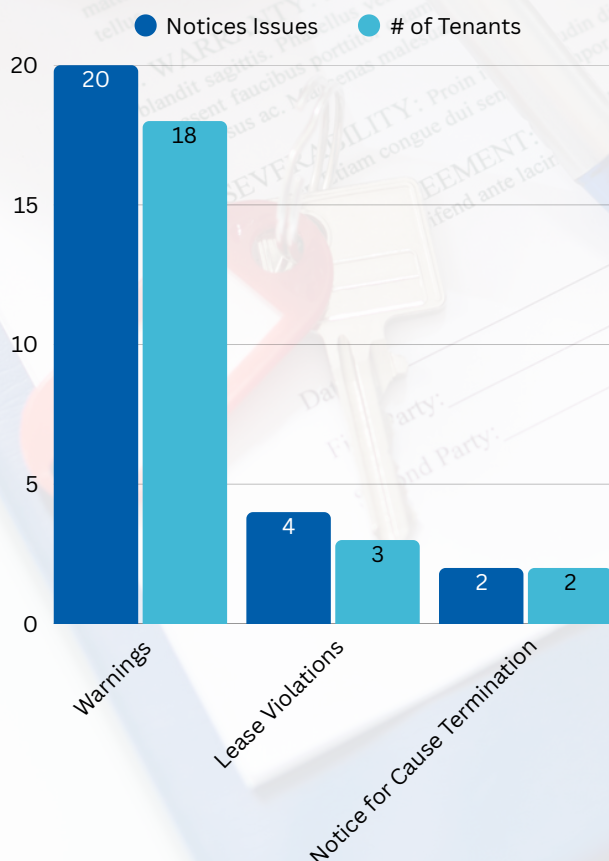
Sequoia and Redwood Crossing

Property Management held safety meetings at both Sequoia and Redwood this month. We discussed evacuation plans and some general safety guidelines. It's a great way for tenants to feel safer at the property and be prepared for evacuation.

Proactive Property Management

For permanent supportive housing, experts recommend that staff use proactive property management, rather than reactive property management. That means that you work to see and address issues early. We want to work with tenants to build up their problem-solving and self-efficacy skills. It's much easier to rebuild your problem-solving skills when the problems are smaller. Then we can work with the tenant to discuss solutions while problems feel more manageable.

Below, you can see a table with the types of lease enforcement completed at our PSH properties in September. Warnings are done in person by knocking on the tenant's door. The conversation isn't put in the tenant's official file. The focus is usually on property management simply informing the tenant on what is in their rental agreement.



Violation types

Warnings: Guest policy, tenant to tenant disputes, noise complaints, pet violation.

Lease Violations: Pet violation, Smoking outside of designated smoking area, invited excluded person on property, damage to unit.

Notice for Cause Termination (Also called a 30/14): Smoking in the unit.

Eviction Prevention from one of our Property Management Coordinator

PROPERTY MANAGEMENT

Several complaints were received regarding disturbances from a particular household. During a property walk, I visited their unit to discuss the recent activities, which were unusual for them. They mentioned that they were experiencing some relationship issues, and when disagreements arose, both individuals tended to raise their voices in response to each other.

I explained that lease enforcement is not personal; it is about holding them accountable for their actions, which were affecting their neighbors. We talked about strategies for managing stress and resolving conflicts in a healthier manner. The residents decided to start counseling as a step forward.

They acknowledged that receiving violations is not pleasant, but they recognized that the structure helps them stay on a healthier path. Since that visit, no further disturbance reports have been received from this household, and they have remained responsive to communication.



A unit inspection was scheduled due to some lease violations and the overall condition of the unit. During the inspection, I discovered evidence of domestic violence that had occurred in the unit. Although the abuser had been removed, the household exhibited clear signs of distress and damage from previous incidents. As a result, the unit did not pass inspection, which added extra stress for the family. In our conversation, I focused on helping them envision a healing and stable home environment.

Our first priority was safety. I asked how we could support the family within the boundaries of our program. We agreed that our maintenance team would repair the physical damage to the unit while the residents worked on their personal healing and rebuilding their lives. I encouraged them to take one step at a time, just as we would approach the repairs. I provided a simple housekeeping goal and connected them with resources and advocacy services.

This approach helped the family understand that our intent was not eviction, but rather to work with them in restoring stability. Since then, they have actively engaged in improving their living environment and working toward long-term recovery.

PUBLIC NOTICE ANNOUNCEMENT



**Salem Housing Authority is
accepting applications for
Mahonia Crossing waiting list!!**

Mahonia Crossing:

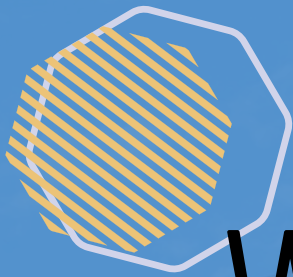
- Vouchers will be available for 1-bedroom units for elderly households and 2-bedroom units for family households (No Age Requirement).
- The units at Mahonia Crossing will offer income-based rent through the Section 8 Project Based Voucher program.
- Residents will pay approximately 30% of their monthly income towards rent and utilities.

**Applications Are Open
Started 10/11/25 @ 9:00 AM
Closing 10/26/25 @ 11:59 PM**



Scan the QR code for more information
and instructions on how to apply.





Salem
Housing
Authority

WE ARE HIRING

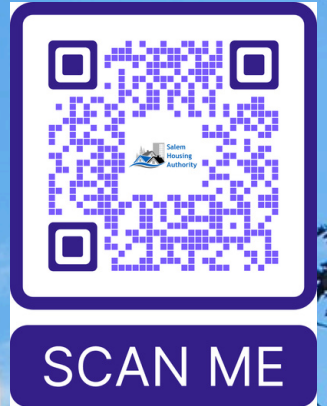
Join Our Team

- **Property Management
Coordinator**

Closing Date: 10/26/2025
(Full Time Position)

APPLY NOW:

[HTTPS://WWW.GOVERNMENTJOBS.COM/CAREERS/CITYOFSALEM?PAGE=1](https://www.governmentjobs.com/careers/cityofsaalem?page=1)



SUMMARY

Summary

Salem Housing Authority is fully committed to strengthening our community through public housing, housing choice vouchers, affordable housing, and supportive services. We are here to support families, individuals, people with disabilities, and senior citizens.

Help improve our Program Management Report and take our Survey!

Your insights in our Program Management Report Survey will empower us to enhance the information you receive.

<https://forms.office.com/g/TQCckDSerz>

