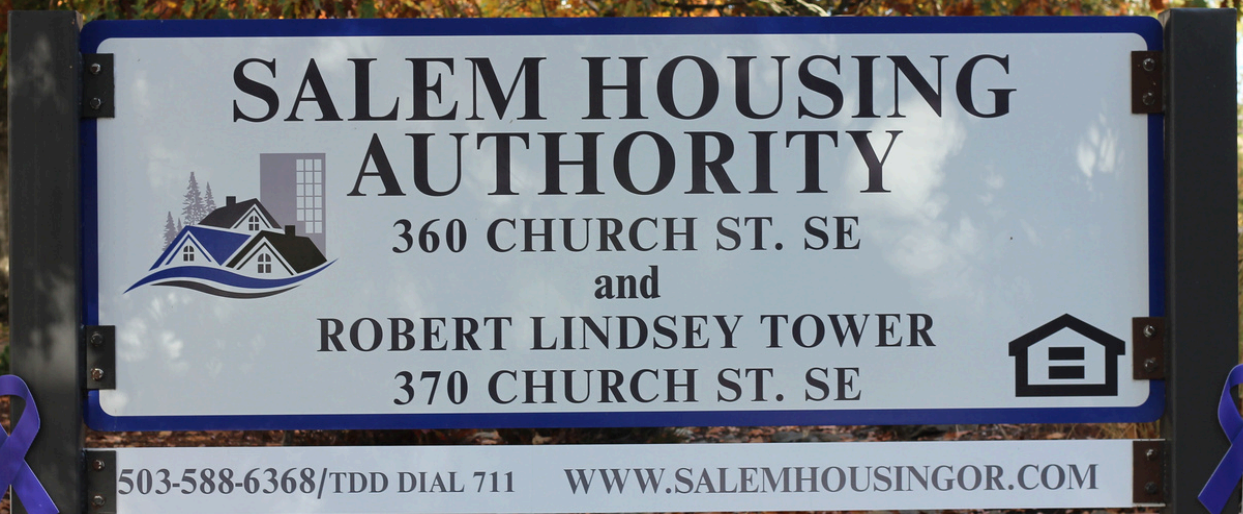




Salem
Housing
Authority

DECEMBER 2025

ISSUE #27



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.

CUSTOMER SERVICE

Customer Service

As of November 15th, 2025, Salem Housing Authority Front Desk provided the following service:

Front Desk Activities	Total
US Mail processed	12
Drop Box Items processed	354
Clients seen in-person	335
Voicemail returned	152
Email responses	105
Phone calls Answered	150

Building Community Connections: A Day at the Front Desk

In public service, every interaction presents an opportunity to create connections. Two heartwarming encounters highlighted the impact of kindness.

The first client was a daughter dropping off paperwork for her mother, who speaks limited English. A warm “Congratulations” was offered for submitting her landlord packet. The daughter explained the compliment to her mother, who responded with “God Bless” and offered candy, which was shared with co-workers. This moment underscored the importance of celebrating diverse backgrounds in the community.

Later, another client’s daughter visited, always greeting with kindness. She expressed happiness with front desk customer service and surprised front desk staff with Hawaiian leis, sharing that she had told her mother about the efforts made at the front desk. This thoughtful gesture reinforced the impact of interactions and the importance of creating a welcoming environment.

These experiences remind us that roles extend beyond processing paperwork; building relationships and fostering community is essential. Each act of kindness contributes to a supportive atmosphere where clients feel valued. As service continues, cultivating a culture of kindness that resonates throughout the community remains a priority.

Applicant on Their Way to Housing Assistance

During a recent interview with a Housing Choice Voucher (HCV) applicant, we had the opportunity to meet a husband and father whose journey showcases remarkable resilience and determination. He and his wife are dedicated parents raising their young daughter in a loving environment, striving to provide her with stability and opportunity. Overcoming a challenging past, he has committed himself to rebuilding his life after battling addiction. Remarkably, he has been in recovery and living a drug-free life for the past nine years—a milestone in which he takes immense pride.

For many years, this man was a reliable employee, holding steady jobs that allowed him to support his family. However, at the end of last year, his life took an unexpected turn due to a severe medical emergency that led to a lengthy hospitalization lasting seven months. This unforeseen health crisis not only stripped him of his ability to work but also resulted in the exhausting loss of his unemployment benefits just last week, plunging his family into financial uncertainty.

Two years ago, after initially losing his job, he wisely applied for housing assistance, not realizing the extent of the challenges that awaited him. As luck would have it, just as his Social Security Disability (SSD) benefits were finally approved, he reached the top of the waiting list for housing assistance, a fortunate alignment that came at a crucial moment for his family.

Throughout the interview, his determination, honesty, and perseverance were clear. Each response reflected not only his desire to provide for his family but also an unwavering hope for a better future. We are truly grateful that our program is able to support him and his family during this critical juncture in their lives. It is our privilege to assist him as he continues on his path toward stability and growth, reaffirming our commitment to help individuals like him achieve their dreams of a secure and fulfilling life.

A close-up photograph of a person's hands, wearing a black long-sleeved shirt, holding a small, simple house made of cardboard. The house has two square windows and a triangular roof. The background is blurred, showing what appears to be a brown jacket. In the top right corner, there is an orange and yellow graphic element with the text 'SPECIAL PROGRAMS' in bold, black, uppercase letters.

SPECIAL PROGRAMS

Special Programs Team – November 2025

The Special Programs team is composed of four distinct groups working together to serve our community: Resident Services Coordinators, Landlord Navigators, Housing Specialists, and Family Self-Sufficiency Coordinators.

Housing Specialists

One of our clients recently completed the Good News Letter (GNL) process very quickly and expressed his appreciation and excitement when he came in to complete the Project-Based Voucher Briefing. A team member met with him to address questions about the next steps on the property management side. He was very complimentary about how quickly we overcame obstacles, as he initially thought the process would take longer. He was all smiles when he learned that his next step was to schedule his lease-up appointment with property management.

Resident Services

SPECIAL PROGRAMS

We are excited to announce that our Resident Services team has expanded to include three team members. For over a decade, resident services at SHA consisted of one contracted employee primarily serving two senior sites. We are now enhancing our services to support residents across all SHA properties. This expansion is largely due to our partnership with the Oregon Health Authority, Oregon Health Plans, Pacific Source, and the HRSN (Health-Related Social Need) 1115 Medicaid Demonstration. SHA is exploring new avenues by learning how to complete Medicaid billing for eviction prevention services, making a long-held dream a reality.

We are currently in the process of training our staff, building referral processes, and creating data tracking templates, all while adopting a trauma-informed approach to ensure excellent customer service for our clients, tenants, external stakeholders, and internal SHA partners.

This month, we accepted our first referrals and developed collaborative Individualized Tenant Stabilization Plans (ITSPs) designed to empower tenants to make informed choices to prevent eviction. We are committed to educating and supporting our tenants while documenting our efforts to help them remain housed, all while adhering to our belief that we cannot work harder than our tenants in achieving housing stability.

Additionally, our RSC team facilitated letters for our Senior Veterans in honor of Veterans Day. Students from a local first-grade class expressed their appreciation for our veteran residents, bringing extra joy to the holiday.

Landlord Navigator

November Engagement

- Provided 72 leads
- Engaged with 26 voucher holders
- Interacted with 51 landlords/management companies
- 7 inspections passed in November for voucher holders | Assistance provided with home searches
- 10 inspections are pending/scheduled for vouchers holders

SPECIAL PROGRAMS

Our team regularly attends community meetings to stay informed about resources, referrals, and challenges within our community.

One team member shared:

"I found the Community Business and Education Leaders (CBEL) meeting fascinating as it brought people together from our community. It inspired me to give my best in my new role. The Service Integration Team (SIT) meeting was smaller, allowing me to put faces to names of community partners I've worked with before. I was able to gather resources to assist a resident I am currently working with at RLT. Overall, both meetings were excellent, and I look forward to attending more to support our community partners."

Another team member stated:

"At the CBEL meeting, we heard from various community leaders discussing how to create safer neighborhoods, address housing security and homeownership, and help children succeed in school. We also attended a West Salem Service Integration Meeting, which gathered representatives from various community service agencies to collaborate and answer resource questions. Additionally, we heard a presentation from the Community Services Consortium (CSC), which provides vital services through collaborative partnerships to empower individuals in Linn, Benton, and Lincoln Counties, and the surrounding areas, to positively transform their lives."



Alexandra, Case Manager at Village of Hope, shared this story:

Today we celebrate a powerful victory! Mary, after eight long years of experiencing homelessness, has finally received the keys to her very own apartment.

As a case manager and community supporters, we've had the privilege of walking alongside her and witnessing firsthand the hard work and effort she poured into this process. Today, all of that perseverance paid off.

The look on her face as she stepped through the door was unforgettable, pure excitement, joy, and relief. She is thrilled to finally have a place to call her own, a safe space where she can rest, heal, and begin this new chapter of her life!

Mary and TJ (Her dog, not pictured) will definitely be missed!

Once again, Mary I say, Congratulations!

From Property Management:

Before moving to Yaquina Hall in September, Mary experienced homelessness for eight years, most recently staying at a shelter run by Church at the Park. She worked diligently to navigate the application and leasing process, maintaining close communication with property management throughout. Mary is one of several new residents at Yaquina Hall who transitioned from the emergency shelter program at Church at the Park. Many of the new residents, including Mary, have expressed that the safety and stability of having a home will enable them to pursue other life goals.



Photograph by Sarah Murray



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>



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.