



Salem
Housing
Authority

JUNE 2026

ISSUE #33

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.



Redwood Project Recovery-Based Shelter Program

Project Timeline: This project was developed in conjunction with Salem Housing Authority (SHA) and Mid-Willamette Valley Community Action (M WVACA) ARCHES Project, and Bridgeway Community Health's (BCH) Bridgeway Community Connect (BCC) program. The exploration of this project was first discussed in November 2025, from there feasibility was discussed and transitioned to project design. Once design was finalized and all parties agreed, a Memorandum of Understanding (MOU), was drafted, completed, and signed between all parties. SHA agreed to provide sheltering units, M WVACA agreed to provide onsite housing and case management support, while BCH would provide the behavioral health support. Once the project was agreed upon, we then identified late January 2026 as the target date for residents to be admitted. This date was moved to February 18th, 2026, where we admitted two residents who were homeless, met program criteria, and were BCH clients. The following information is an initial data pull from 02/18/2026 to 05/15/2026.

Purpose: The Recovery-Based Sheltering Program (RBSP) is a program to support individuals who are currently homeless and have a substance use disorder (SUD). The primary focus provides immediate shelter for individuals who have the primary risk factor of relapses because they are homeless.

Goal: To support individuals who identify as being in recovery from a SUD and want to achieve self-sufficiency and long-term permanent housing.

Program Criteria:

Program participants must have a SUD and be homeless, be enrolled in BCH treatment services, and meet SHA criminal background check requirement as defined by HUD. The residents will consent to ongoing recovery support and working collaboratively with BCH, SHA, and MWVCA staff.

Program Structure:

Program participants will be assigned to one primary staff. This will be a BCC care coordinator.

The program will consist of three phases that will align with best practices to support long term recovery:

Phase 1:

1. 1-3 months
2. 6-9 Hours of recovery-based activities and treatment
3. Individual and group sessions (Weekly)
4. Assigned a navigator/CRM and CADC/Care Coordinator
5. UAs weekly

Phase 2:

1. 3-6 months
2. 3-6 Hours of recovery-based activities and treatment
3. Individual and group sessions (Biweekly required, more available if client desires that level of support)
4. Assigned a navigator/CRM and CADC/Care Coordinator
5. UAs biweekly

Phase 3:

1. 6-12 months
2. 1-3 hours of recovery-based activities and treatment
3. Individual sessions (Monthly required, more available if client desires that level of support), groups optional
4. Assigned a navigator/CRM and CADC/Care Coordinator
5. UAs as needed/requested

Throughout all phases of the program, weekly care coordination meetings will be held on-site at Redwood Crossings with all stakeholders. These meetings can also be conducted via Microsoft Teams in the event that all parties cannot meet on-site. Meetings are designed to ensure timely communication, ongoing care coordination, track and monitor progress, provide case consultation, and a team-based approach to best support the program participants.

Successes and Challenges

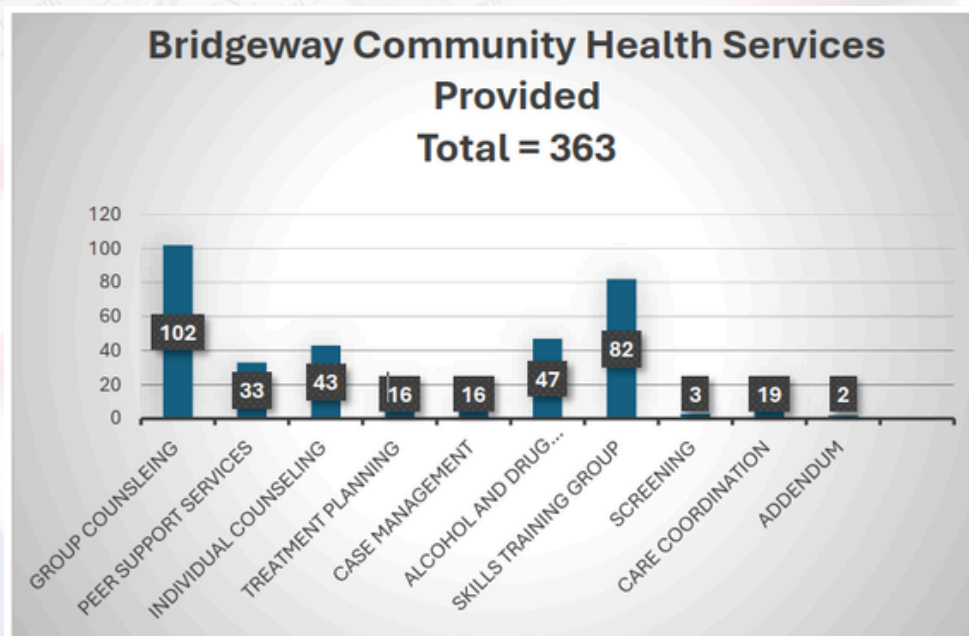
The current successes are measured in having been able to support the program participants in working toward their long-term recovery and housing by providing a coordination approach that is centered on accountability and collaboration. In this process, we have seen an increase in overall treatment engagement and streamlined access to behavioral healthcare.

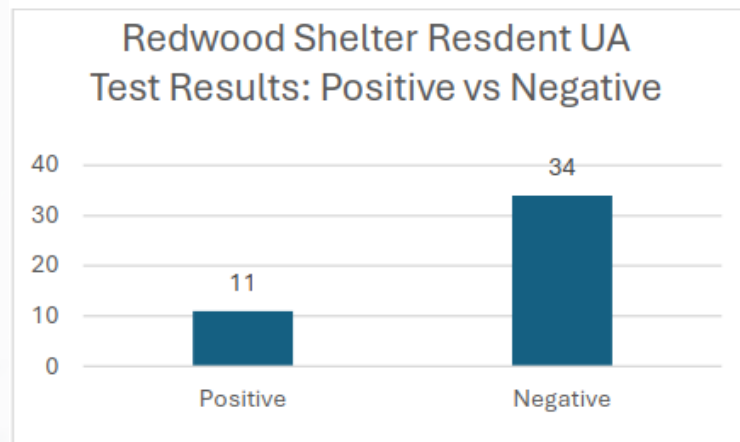
For example: on two separate occasions, it became clear that two residents were actively using substances, indicating a need for medically managed withdrawal (detox) and residential care. Both individuals were admitted within 72 hours and successfully transitioned from detox to residential care. One resident completed the residential program and continues to participate in the sheltering program. Unfortunately, the other resident left the residential program before completion and was subsequently discharged from the sheltering program due to non-compliance.

This was all coordinated with SHA and MWVACA staff through regular communication, which helped to guide decisions on care and ensure the integrity of the program. All other subsequent participants are active in the program and are actively working toward agreed-upon goals, and who have already transitioned from phase 1 to phase 2 of the program. This means they have demonstrated progress to indicate a reduction in the number of treatment services needed.

Initial Data

The following data below indicated the amount of BCH services provided and UAs collected





This data does not include outcomes at this time. Outcomes will be measured utilizing a Recovery Capital Scale. This scale is a tool that measures the internal and external resources (personal, social, and community assets) a person can draw on to initiate and sustain recovery, with the purpose of guiding treatment planning and tracking recovery progress over time.

This initial report is only providing a picture of the types and amounts of services being provided to show how this pilot sheltering program differs from other sheltering programs who do not offer this level of service. This is only the first two months of service.

Summary

The initial data from February 18, 2026, through May 15, 2026, demonstrates that the Redwood Project Recovery-Based Shelter Program is delivering a high level of integrated behavioral health and recovery support services that go well beyond traditional shelter models. Participants are actively engaging in treatment, progressing through program phases, and benefiting from coordinated, rapid-response care, including timely access to detox and residential services when needed.

Early outcomes indicate that the program's structured, collaborative approach is effectively supporting recovery stability and improving access to care, as reflected in the volume of services delivered and participant progression to lower levels of care intensity. However, this report reflects only the first two months of implementation and focuses primarily on service delivery rather than long-term outcomes, which will be measured through tools such as the Recovery Capital Scale. This early-stage assessment underscores both the promise of the model and the need for sustained investment to fully evaluate and expand its impact.

CLIENT SERVICES

Customer Service

As of May, 2026, Salem Housing Authority Front Desk provided the following service:

Front Desk Activities	Total
Drop Box Items processed	266
Clients seen in-person	665
Phone calls Recieved	300
Voicemail returned	256
Email responses	256



Many visitors come to our main office looking for help with caseworkers, the Housing Choice Voucher waiting list, or rent payments. To save time and avoid unnecessary waits, there are often faster and more convenient ways to get the assistance you need. Sending a message to your caseworker by email, checking our website for waiting list updates, and using available rent payment drop boxes or online payment options can help you take care of business more quickly and efficiently.

Salem Parkway Waiting List Closed for 2 & 3 Bedroom:

We received over 600 applications. To check your status on the waiting list, please log into your account on the Applicant Portal.

CLIENT SERVICES

Resident Services

Resident Services Program Update For May:

This month, the Resident Services program has focused on providing equal service levels to all our tenants. We have been working diligently to facilitate two Marion-Polk Food Share drop-offs, fitness classes, and Connection Kitchen classes for our senior residents. Additionally, our team maintains an events calendar to keep all residents informed about community activities.

The most frequently requested resource from our Resident Services team is assistance in understanding how to get and stay in good standing with their lease. If you are receiving multiple lease violations or have ongoing issues that you're struggling to resolve, please reach out to 211 for support. You can also contact your property manager or caseworker if you are having difficulty meeting your lease obligations. They can refer you to us, and we will help connect you with the resources you need to sustain your housing.



We are currently working to fill two vacant positions: one team member dedicated to our senior sites and another for our Permanent Supportive Housing and Project-Based Voucher properties. These positions have been identified as essential for ensuring that these locations receive the necessary access and resources from our services team.

As a result of this focus, our overall engagement numbers are lower than anticipated. This is because engagement is driven not by referrals but by event coordination and general presence at the properties. Most of our closed referrals last month were related to the conclusion of rent arrears referrals from April, as final payments were issued.



Resident Services Stats	Total
New Referrals	9
Closed Referrals for the Month	44
Current Open Referrals	72



Attention Landlords: Earn Guaranteed Rent with Section 8

Got a vacant rental property? Consider joining the Section 8/Housing Choice Voucher Program and unlock amazing benefits!

Why Participate?

Direct Rent Payments: Receive reliable monthly payments directly from the program —no more chasing down rent!

Stable Income: Enjoy consistent earnings that help you manage finances with confidence.

Less Vacancy: With high demand for affordable housing, your property will attract tenants quickly, minimizing downtime.

Long-Term Tenants: Find reliable renters seeking stability, leading to longer lease terms and reduced turnover costs.

Increased Visibility: Benefit from free advertising and reach a larger pool of qualified tenants.

Make a Difference: Help local families, veterans, and others in need of stable housing while enriching your community.

Interested in learning more? Reach out today, and let's make a positive impact together while securing your investment!



Key statistics for our work in assisting voucher holders in utilizing their vouchers:



Landlord Navigator Statistics	Total
Leads Provided	113
Voucher Holders Engaged	41
Passed Inspections of Engaged Participants	10
Pending Inspections for Engaged Participants	7

HOUSING CHOICE VOUCHER PROGRAM

Voucher Lease Up

As of May, 2026, the following Salem Housing Authority Vouchers were under lease:

Vouchers	Total Allotment	Total Leased	Housing Assistance Payments
Housing Choice Vouchers	2,819	2,720	\$2,856,455
Family Unification Program (FUP)	119	103	\$128,340
Veterans Affairs Supportive Housing (VASH)	138	132	\$107,670
Mainstream Vouchers	192	129	\$128,911
Emergency Housing Vouchers	34	24	\$20,979

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



3,302

Total
Allotment



3,108

Total Leased



\$3,242,355

Housing Assistance
Payments

Housing Choice Voucher Program Updates from our HCV Operations Manager

HOUSING CHOICE VOUCHER PROGRAM

Housing Choice Voucher (HCV) Program Update – May

May was a month of transition, strategic planning, and continued dedication to serving families in our community. We are excited to announce the promotion of one of our Housing Specialists to the newly created HCV Analyst position. This role will provide additional program support, data analysis, and operational oversight to help strengthen the HCV program and position us for future success. We are also actively recruiting for two Housing Specialist positions and two Staff Assistant positions to fill vacancies and provide much-needed support to our growing team.

A primary focus this month has been the financial sustainability of the HCV program. We have entered a shortfall position, meaning Housing Assistance Payments (HAP) to landlords are currently exceeding the funding we receive from HUD. As a result, we are implementing cost-saving measures to preserve assistance for the families currently served and avoid reducing assistance through contract terminations. We are closely monitoring leasing activity, reviewing monthly forecasts, and working directly with HUD to determine appropriate leasing levels for the remainder of the year. At this time, we anticipate only continuing to lease Veterans Affairs Supportive Housing (VASH) and Foster Youth to Independence (FYI) vouchers.

One of the largest contributors to increased program costs has been rising rents. Over the past two years, HAP expenditures have increased by more than \$2.8 million. As stewards of public funds, rent reasonableness has become a significant focus for the HCV team. We are carefully reviewing all rent increase requests and ensuring proposed rents are supported by the local market. In several cases, rent increase requests have been denied when landlords were requesting rents above what they are currently advertising for comparable vacant units. While these reviews require additional staff time and effort, they are critical to maintaining the long-term viability of the program and maximizing the number of families we can serve.

Housing Choice Voucher Program Updates from our HCV Operations Manager

HOUSING CHOICE VOUCHER PROGRAM

Despite financial and operational challenges, the HCV team continues to deliver exceptional service. Staff supported one another through position transitions, covered caseloads during absences, and continued to make progress on program improvements, such as file digitization, streamlined move processing, and the successful implementation of DocuSign for HAP contracts. The team also reported increased confidence in navigating complex program processes and helping clients better understand available resources and housing opportunities.

Several staff members shared meaningful client interactions that highlight the impact of our work. One Housing Specialist assisted a participant seeking to relocate closer to her daughter, providing guidance on the portability process and helping to alleviate significant stress during a difficult period in her life. Another participant successfully completed a six-month self-sufficiency period, allowing her voucher to be reissued to another family in need. Staff also continued to help clients navigate a complex housing system, ensuring they understood the available resources and the steps required to achieve stable housing.

Challenges remain, particularly in managing increasing demands from landlords and participants who often expect immediate responses despite growing workloads and caseloads. Staff also continue to encounter barriers when working with clients who struggle to engage in employment opportunities or access available resources. Nevertheless, the team's commitment to problem-solving, collaboration, and customer service remains unwavering.

As the HCV Operations Manager, I am incredibly proud of this team. They continue to adapt to changing program requirements, increasing financial pressures, and high service demands while remaining focused on our mission of helping families achieve housing stability. Their willingness to support one another, embrace new processes, and advocate for our participants is a testament to their dedication and the positive impact they make throughout our community.

Family Self-Sufficiency (FSS) Updates

HOUSING CHOICE VOUCHER PROGRAM

Family Self-Sufficiency (FSS) Program Update – May

The Family Self-Sufficiency (FSS) Program provides participants with a range of valuable opportunities aimed at enhancing their skills and financial stability, ultimately guiding them towards long-term self-sufficiency.

In May, the FSS team collaborated with Willamette Valley Nonviolent Communication (NVC) to deliver a comprehensive training session for participants at the monthly FSS Mixer. Nonviolent Communication, a method developed by Marshall Rosenberg, is centered around principles such as compassionate listening, effective communication, and the respectful articulation of personal needs. The training provided participants with practical tools and strategies to improve their interpersonal relationships, conflict-resolution skills, and overall communication skills in both personal and professional environments.

The FSS program effectively used **escrow forfeiture funds, in addition to training, to provide direct support to participants in reaching their employment and self-sufficiency goals. For example, one participant received essential financial assistance for vehicle repairs, ensuring they had reliable transportation necessary to maintain consistent employment. Another participant received funding to complete Peer Support training, a valuable credential that aids them in advancing towards a career focused on supporting others in the community.

The FSS team is actively collaborating with the Community Planning and Development Department to support participants pursuing entrepreneurship. Through the Marion County Business Partnership Grant, funding has been allocated to one participant to help advance their remodeling and home improvement business. This funding enables them to reach a larger customer base and enhance their service offerings. Another participant received financial support to expand a T-shirt printing business, which not only aids in their personal growth but also contributes to the local economy. These strategic investments aim to dismantle barriers to entrepreneurship and create pathways toward sustainable economic independence.

** Escrow forfeiture funds: When a client is unable to graduate and does not qualify to receive their escrow funds, these funds are held in an escrow forfeiture account. For example the funds would be forfeited if they were evicted or do not meet their contract obligations.

Family Self-Sufficiency (FSS)

HOUSING CHOICE VOUCHER PROGRAM

I am consistently impressed by the unwavering dedication and innovative spirit of our FSS team. Although the team is small in size, they consistently manage to create impactful opportunities and achieve notable outcomes for the families we serve. Their commitment to empowering participants, building meaningful community partnerships, and fostering pathways toward self-sufficiency is making a significant and lasting impact, helping families attain greater stability and independence in their lives.

- HCV Operations Manager



Family Self Sufficiency Data Metric	May
Total Active Contracts at the Beginning of the Month	144
Graduates with Escrow	0
Escrow Paid Out (Graduates)	\$0
Total Monthly Escrow Current Participants	\$31,987
Exits (Voluntary or Involuntary Termed)	1
FSS Briefing Session Participants	1
New Enrollments	1
Clients Actively Engaging with Coordinators	41

Property Management Updates

PROPERTY MANAGEMENT

Property Name	# of Units	Vacant Unit Status	Occupied
Brush College Village	21	None	21
Englewood East Apartments	50	1 Vacant Unit	49
Englewood West Apartments	54	13 Vacant units (being kept offline ahead of upcoming renovations)	41
Glen Creek	29	6 Vacant Units (offline, pending disposition)	23
Livingston Village	26	None	26
Meadowlark Village	32	None	32
Northgate Village	28	None	28
Parkway East Apartments	46	None	46
Parkway West Apartments	79	5 Vacant Unit	74
Redwood Crossings	37	5 Vacant Units	32
Robert Lindsey Tower	62	None	62
Sequoia Crossings	60	2 Vacant Units	58
Scattered Sites	77	12 Vacant units (all units offline for disposition)	65
Southfair Apartments	42	1 Vacant Units	41
Southview Terrace Apartments	60	15 vacant units (are offline for extensive remodels)	45
Yaquina Hall	51	1 Vacant Units	50

PROPERTY MANAGEMENT



Public Housing and Salem Housing Authority Property Updates:

Parkway East

Staff assisted a current resident with her annual recertification. While the required paperwork was completed efficiently, the interaction became much more than a routine compliance appointment. The resident shared that she has been struggling with severe grief and depression following the traumatic loss of her son, whom she witnessed pass away. During the meeting, she spoke openly about the emotional challenges she faces each day, including feelings of loneliness, sadness, and the difficulty of adjusting to life after such a devastating loss.

Recognizing the resident's need for support, staff took the time to listen with compassion and empathy, allowing her the opportunity to talk about her son, share memories, and express the emotions she continues to carry. Although the conversation extended beyond the scope of the recertification process, providing a safe and supportive environment helped the resident feel heard, respected, and valued. These moments highlight the important role housing professionals often play in supporting residents who are navigating significant personal hardships, while also reinforcing the sense of community and stability that affordable housing programs strive to provide.



PROPERTY MANAGEMENT

Parkway West

This month presented several significant opportunities to provide meaningful support to applicants, extending beyond the usual tasks associated with housing administration. One particularly noteworthy interaction involved a young applicant who is currently experiencing homelessness. During her application interview, the staff dedicated extra time to thoroughly explain the specific program requirements she needed to meet. They also engaged in an in-depth discussion about various alternative housing resources that could be accessible to her, including emergency shelters and transitional housing options. While her living situation continues to be challenging, she left the meeting equipped with a clearer understanding of her choices and a renewed sense of hope regarding potential future housing opportunities.

Additionally, the staff met with another applicant who, unfortunately, was found ineligible for the housing program due to income constraints. Although this outcome was understandably disappointing for her, the staff made a concerted effort to explore other housing solutions available in the community. They reviewed different housing programs, provided information on waitlists that she could join, and connected her with additional resources, including financial assistance programs and local nonprofits that offer support for individuals in her situation. Through this comprehensive approach, the staff aimed to empower her in her search for stable housing and support her as she navigates this difficult time.

PROPERTY MANAGEMENT



Robert Lindsay Tower

Unit 5D recently welcomed a new resident. Prior to moving to Robert Lindsey Tower, the resident had been living in a small residence shared with numerous other individuals. Having the opportunity to reside at RLT has provided something that had not been experienced in quite some time—personal space, along with the stability, comfort, and independence that come with it.

Since moving in, the resident has integrated well into the community, developed positive relationships with neighbors, and embraced the supportive environment at RLT. The resident appears to be thriving in their new home, and it has been encouraging to see the positive impact that safe, stable housing has had on overall well-being and quality of life. This transition serves as a meaningful reminder of how housing can provide not only shelter, but also dignity, security, and an opportunity to flourish.

PROPERTY MANAGEMENT



Redwood Crossing / Sequoia Crossings / Yaquina Hall

We had a tenant who received a For Cause Termination notice in May. After receiving that notice, he worked diligently to address the issues and ensure they wouldn't happen again. He began attending an occupational therapy class and a life skills class every week. The day after his first life skills class, he came to visit me during open office hours and said, "You won't believe this, but the first class was called 'How to Correct Your Mistakes.' It's perfect!" A few days later, he stood up during a community meeting and gave a mini lecture on the importance of following the lease. He also shared tips on how others could avoid the lease violation he had experienced. It's so rewarding when tenants help me in my work!

In another lease enforcement conversation this month, a tenant told me, "I want to create a better life for my kids than the one I had. The problem is, I have no idea how to do it." It takes a whole team of people to assist our tenants in learning the "right way" to do things. We have property managers, case managers, Occupational Therapy students from Western Oregon University, and many other partners providing classes and educational support.

At our Permanent Supportive Housing (PSH) sites, many tenants feel overwhelmed when they move in and believe they have no idea how to be tenants. For many, this may not only be their first time renting, but also their first time living in an apartment. For others, it's the first time in years that they are living in a stable home, rather than in a shelter, car, or tent. As long as they are willing to work with us, we are happy to assist them in developing the skills they need to be successful tenants!

PROPERTY MANAGEMENT



Northgate and Livingston

Property Management has successfully established payment plans with six families to help them address outstanding balances through manageable monthly payments. In addition, the Property Management and Resident Services teams are collaborating to assist approximately twelve families with rental assistance applications. This support is intended to help residents catch up on overdue rent and maintain housing stability. As a result of these efforts, several households have already avoided eviction notices that would have otherwise been issued due to nonpayment of rent.

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>



SHA GLOSSARY

Annual/Biennial Inspections: The U.S. Department of Housing and 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.

Disposition: The sale of a unit.

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.

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

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

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.

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.

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.

SHA GLOSSARY

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.

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

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.

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

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

Renovations: Remodel.

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.

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.

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

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.

SHA GLOSSARY

U.S. Department of Housing and Urban Development (HUD): 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.

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

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.

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