



Salem  
Housing  
Authority

**FEBRUARY 2026**

ISSUE #29



# 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:** 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.

**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.



## SALEM PUBLIC LIBRARY

We want to extend our heartfelt gratitude to our wonderful community and the Salem Public Library for their generous donation of new or gently used winter accessories, including hats, mittens, scarves, and socks. Your kindness plays a crucial role in ensuring warmth and comfort for those in need during the colder months. Each item collected will make a meaningful difference in the lives of individuals and families within our community.

The donations help replenish our immediate needs station, which supports our Salem Police Department and the Clean Salem Team, previously known as the SOS Team.

Thank you for your support and dedication to helping others!

# CLIENT SERVICES

## Customer Service

**As of January 31, 2026, Salem Housing Authority Front Desk provided the following service:**

The Front Desk Team is committed to supporting the Salem Housing Authority's mission of helping low- and moderate-income families achieve self-sufficiency through stable housing, economic opportunities, community investment, and coordination with social service providers.

Front Desk Activities	Total
US Mail processed	54
Drop Box Items processed	723
Clients seen in-person	818
Voicemail returned	152
Email responses	206

One example of how we work toward this mission involved a client who came in to complete her briefing worksheet on the kiosk. She had her child with her, who was seeking her attention, causing her to lose focus on the task. As a result, the session timed out. Although the session was restarted, it was now 12:00 PM, and the lobby had closed for lunch. The client was informed of the office's closure but was encouraged to finish her work. Once she completed the briefing session, she was provided with a voucher and given explanations of several details related to it. The client became emotional and expressed her gratitude for the assistance she received. She also thanked the front desk staff for taking the time to help her, even while the lobby was closed.

\*The briefing worksheet is the final step in obtaining a Housing Choice Voucher. To reach this stage, you must first apply and wait until you are at the top of the housing choice voucher list and meet our eligibility requirements.

It is crucial to keep your contact information up to date. If your information is not current, you risk losing your opportunity to obtain a voucher. If mail is returned, your name will be removed from the waiting list. You can complete a Household Update on our webpage.

<https://www.salemhousingor.com/household-update-form>

# CLIENT SERVICES



## Resident Services

Recently, a generous donor stepped forward to provide a special treat for our community by sponsoring a lunch for the first 10 tenants from the Center 50+ Connection Kitchen Mobile Food Truck. This thoughtful gesture was met with immense gratitude from everyone who attended, as they enjoyed what they called a "free meal."

The gathering took place in our cozy community room, where tenants came together to share not just food, but also fellowship. The atmosphere was filled with warmth and laughter as they connected with one another, exchanging stories and building friendships. For many tenants, who seldom venture outside of their apartments, this shared meal offered a rare opportunity for social interaction and a sense of belonging.

The Kitchen Connection makes a monthly visit to our community, delivering not only nutritious and fulfilling meals but also promoting a sense of community spirit. This initiative truly enriches the lives of our tenants, making a significant difference in their overall well-being by encouraging social engagement and fostering connections.



# CLIENT SERVICES

## **Landlord Navigator**

This month, I was contacted by a landlord whom I originally met a couple of years ago when I introduced them to the Housing Choice Voucher Program, which they were unfamiliar with at the time. Since then, they have had a positive experience renting to voucher holders. Recently, they reached out to inform me that they have another home available and expressed their desire to continue providing housing opportunities for voucher holders.

This landlord accepted one of our voucher holders who faced rental and credit barriers that were preventing her from being approved elsewhere. This ongoing relationship with landlords emphasizes the long-term impact of landlord education and relationship building, demonstrating how these efforts can lead to continued housing opportunities for our clients.

# HOUSING CHOICE VOUCHER PROGRAM

## Voucher Lease Up

As of January 31, 2026, the following Salem Housing Authority Vouchers were under lease:

Vouchers	Total Allotment	Total Leased	Housing Assistance Payments
Housing Choice Vouchers	2,819	2,704	\$2,723,032
Family Unification Program (FUP)	119	100	\$123,514
Veterans Affairs Supportive Housing (VASH)	138	127	\$104,640
Mainstream Vouchers	192	135	\$128,712
Emergency Housing Vouchers	34	21	\$22,182

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



**3,302**  
Total  
Allotment



**3,087**  
Total Leased



**\$3,102,080**  
Housing Assistance  
Payments

## Housing Choice Voucher Program Updates from our HCV Operations Manager

# HOUSING CHOICE VOUCHER PROGRAM

### HCV Program – January Highlights: Successes and Challenges

The Housing Choice Voucher (HCV) Program made significant progress in January, demonstrating strong program integrity, staff dedication, and meaningful outcomes for families, even amid ongoing budget uncertainty.

#### Program Successes

A key success this month is the upcoming rollout of a new **Rent Reasonableness policy**, scheduled to take effect in February. This policy ensures the use of current, accurate market data when conducting rent reasonableness tests, strengthens fiscal responsibility, and helps ensure that rents approved under the voucher program align with local market conditions. This change reinforces the agency's commitment to program integrity and responsible stewardship of public funds.

Housing Specialists (HS) continued to have a direct and positive impact on families. One HS worked closely with a tenant and a new landlord to resolve significant ledger discrepancies after a property ownership change. The previous landlord failed to provide complete information, putting the tenant at risk of eviction. Through a careful, line-by-line review, the HS and landlord corrected the records, resulting in the tenant owing only \$100. This intervention prevented court involvement for a family with four children, relieved significant stress for the tenant, and helped establish a strong working relationship with the new landlord.

January also marked a major milestone for the **Keeping Families Together (KFT)** initiative, with the program's first family successfully leased. This effort reunited a grandfather with his granddaughter, allowing him to move out of his car and enabling the child to exit foster care. KFT is a collaborative pilot program between ODHS and SHA that uses Family Unification Vouchers for specific referrals. After more than two years of development, entering the pilot phase represents a significant achievement and a promising step forward for family reunification efforts.

## Housing Choice Voucher Program Updates from our HCV Operations Manager

# HOUSING CHOICE VOUCHER PROGRAM

Another HS demonstrated exceptional responsiveness by processing domestic violence paperwork for a young applicant in a single day. The applicant had been experiencing a severe domestic violence situation and had been sleeping in her car with her four-year-old and one-year-old children. Following her meeting with the HS, she expressed renewed hope and a clearer path toward safety and stability.

Additionally, one HS approved **six applications** in January, enabling multiple families to actively search for permanent housing and move closer to long-term stability.

Despite financial uncertainty, the HCV Program has continued leasing activity. The leadership team is closely monitoring expenditures and leasing rates to balance ongoing assistance with fiscal sustainability. This careful oversight has allowed the program to continue serving families without halting leasing altogether, while actively working to avoid a potential shortfall later in the year.

The Inspection Team also made important strides in landlord engagement and education. In January, they hosted an event for the **Salem Rental Housing Association**, presenting on the upcoming transition from Housing Quality Standards (HQS) to NSPIRE. Although **NSPIRE** will not go live until January 2027, inspectors are proactively preparing landlords by identifying and commenting on conditions that may not currently fail inspection but will under the new standards. This early education approach allows landlords time to adapt, reducing future compliance challenges and supporting smoother implementation.

## Housing Choice Voucher Program Updates from our HCV Operations Manager

# HOUSING CHOICE VOUCHER PROGRAM

### Challenges and Forward Focus

While January reflected many positive outcomes, staff continue to encounter challenges that highlight gaps in broader systems impacting program participants. Housing Specialists report increasing concern for senior participants living on fixed incomes, particularly as physical and cognitive health declines over time. Many seniors struggle to maintain independent living and lack nearby family members or reliable emergency contacts to support transitions to higher levels of care. Although referrals to elderly services and assisted living resources are routinely made, significant backlogs within the senior care system often delay placements. Staff expressed frustration and concern that, despite best efforts, available supports are not keeping pace with participant needs, underscoring a desire for additional tools and community capacity to better support aging residents.

The Inspection Department continues to face challenges related to pest infestations, particularly fleas and roaches. Inspectors have noted an increase in infested units compared to prior years, which may be exacerbated by the lack of a hard freeze this winter. These conditions pose health risks for residents, complicate inspections, and require greater coordination with landlords and tenants to address habitability issues. Managing infestations remains resource-intensive and continues to be an ongoing concern for staff and participants alike.

Overall, January reflects a strong start to the year, with impactful outcomes for families, strengthened partnerships, and thoughtful planning to ensure long-term program success.

## Inspection

# HOUSING CHOICE VOUCHER PROGRAM

### Inspection Activity

As of January 31, 2026, the Salem Housing Authority has issued the following Inspection Report:

Initial Inspections Status Report	Total
Passed	54
Of the passed inspections, number that passed the first time	23
Of the passed inspections, number that passed reinspection	35
Failed - still waiting repairs	11
Scheduled/waiting to schedule	5

Annual/Biennial Inspections Status Report	Total
Passed	87
Passed on the first attempt	0
Passed on reinspection's	0
Failed - Waiting on repairs	55

## Family Self Sufficiency (FSS)

# HOUSING CHOICE VOUCHER PROGRAM

In January, the Financial Support Services (FSS) team engaged in productive meetings with representatives from Goodwill Job Connections to assess how their diverse programs could enhance the opportunities available for our clients. During this collaborative discussion, we explored various employment resources and skill-building workshops that Goodwill offers, aimed at empowering individuals to achieve sustainable employment and financial stability.

Additionally, we had a valuable meeting with the Youth and Young Adults subcommittee of the Mid-Willamette Valley Homeless Alliance (MWVHA). This gathering focused on addressing the specific needs of vulnerable youth in our community, and we brainstormed potential initiatives and support services that could help guide them towards brighter futures.

Our participation in the West Salem Service Integration Meeting provided an excellent platform for collaboration with a variety of resource organizations. This gathering allowed us to share insights, exchange resources, and develop comprehensive strategies to better serve our community's needs.

In line with our commitment to fostering personal development, our monthly FSS Mixer included an engaging vision board-making activity. This event provided clients with a creative outlet for setting their aspirations and goals for the new year. Attendees had the opportunity to reflect on their ambitions and visualize their future through artful expression. During the mixer, we had the privilege of hearing a compelling presentation from Megan Bover of Goodwill Job Connections, who highlighted the array of ways her program can serve as a vital resource for our clients, including job training, resume building, and interview preparation. This information resonated deeply with our clients, ensuring they left the event with newfound motivation and actionable ideas for their career paths.

Family Self Sufficiency Data Metric	January
Total Active Contracts Beginning of the Month	145
FSS Clients with Escrow	61
Escrow Paid Out (Graduates)	0
Exits (Voluntary or Involuntary Termed)	1
New Enrollments	4
Monthly Client Engagement	48

## 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	4 Vacant Units	25
Livingston Village	26	3 Vacant Units	23
Meadowlark Village	32	None	32
Northgate Village	28	2 Vacant Units	26
Parkway East Apartments	46	None	46
Parkway West Apartments	79	None	79
Redwood Crossings	37	5 Vacant Units	32
Robert Lindsey Tower	62	2 Vacant Units	60
Sequoia Crossings	60	2 Vacant Units	58
Scattered Sites	77	11 Vacant units (all units offline for disposition)	66
Southfair Apartments	42	3 Vacant Units	39
Southview Terrace Apartments	60	11 vacant units (are offline for extensive remodels)	49
Yaquina Hall	51	1 Vacant Units	50

## Lease Violations from our Property Management Coordinator

# PROPERTY MANAGEMENT

Lease Violation	Total
Verbal Warnings	17
Lease Violation Notice	9
For Cause Termination Notice	3
10 - Day No Cure Notice	55

### 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.

The beginning of a new year is a time when many people reflect on their lives: what they've achieved, what they're grateful for, and what obstacles they've overcome. Recently, several tenants have come to me to discuss their housing search and to express their gratitude for being at our properties.

One tenant in his mid-50s stopped by my office to share that the 18 months he has spent living in our apartment building is the longest he has been housed and off the streets in his adult life. Another tenant expressed his gratitude for having his apartment, as it provides a space to cook, something he enjoyed before becoming homeless. He even invited his sister over for hamburgers last weekend to celebrate his six months of sobriety.

As I reflect on my first year as a Property Manager at our Permanent Supportive Housing (PSH) properties, I feel honored to be a part of this new chapter in our tenants' lives. I have the opportunity to witness individuals forging or reforging healthy relationships, building new skills, and living in a place they can truly call home.

We are continuing proactive lease enforcement at the PSH properties. This involves addressing lease violations early, meeting with tenants in person to discuss the issues, explaining why their behavior violates the lease, and how it affects others. We also work with tenants to build the skills needed to prevent these violations from recurring. Skill-building can take various forms, from creating a regular cleaning schedule with a case manager to learning how to set boundaries with friends and family members who ask to visit.

It is always difficult when we have to issue a 10-day no-cure notice for repeat violations, which can lead to lease termination and eventual eviction. However, we have seen tenants correct their behavior at each stage of the enforcement process. Our hope is that we will continue to see fewer individuals receiving For Cause Termination notices and No-Cure Notices.

## Success Stories of Property Management Coordinators

# PROPERTY MANAGEMENT

*When a resident moved into his apartment at Southfair last year with his girlfriend, both were emerging from homelessness and hoping for a fresh start. From the beginning, he proved to be a model tenant. He took pride in meeting community standards, followed the rules, and expressed genuine gratitude for the opportunity to rebuild his life in stable housing.*

*Unfortunately, his partner's behavior told a very different story. While he worked hard to stay on track, his girlfriend repeatedly caused disturbances within the property and deliberately violated community rules. Management made numerous attempts to address the situation, but he became increasingly distressed during this period. He was eager to cooperate and do the right thing, but his efforts were continually undermined by circumstances beyond his control.*

*Extensive documentation made it clear that he was not the source of the problems. This distinction became especially critical given his serious medical needs. The VA required proof of stable housing before life-saving procedures could proceed.*

*As concerns about safety escalated, management increased pressure on his girlfriend to comply with rules or leave the unit. In response, her behavior grew more volatile. Ultimately, she sought and obtained a restraining order against him, a move that forced him out of his own home despite his compliance and good standing. Shortly thereafter, her conduct deteriorated further, warranting formal eviction proceedings.*

*At the same time, his medical condition worsened significantly, requiring immediate hospitalization and subsequent placement in a care facility. During this period, housing staff worked closely with partners to ensure his future stability. His housing voucher was successfully transferred into his name alone, ensuring he would have a home to return to once his health crisis resolved.*

## Success Stories of Property Management Coordinators

# PROPERTY MANAGEMENT

*The process moved deliberately but steadily. Eventually, his former partner secured housing with another provider and vacated the unit independently. Though she left the apartment severely damaged and took all of his personal belongings, the community rallied around him. With support from housing staff, his son and daughter, the apartment was restored, cleaned, and refurnished so he could return with dignity.*

*Soon after he moved back in, another opportunity arose. A ground-floor unit became available, and he was transferred to the new apartment to better accommodate his mobility needs and ease his recovery from upcoming back surgery.*

*Today, his story stands as a powerful example of how patience, advocacy, and compassion—paired with firm accountability—can change the trajectory of a life. Against extraordinary odds, he secured not just housing but also stability, safety, and a renewed chance at health and independence.*

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During routine annual inspections in 2025, property managers at the Southfair apartment complex identified a unit with serious housekeeping issues. Inspectors documented food debris throughout the home, piles of unwashed laundry, and a back patio in disarray. Several children lived in the residence, raising immediate concerns about health and safety.

In the weeks that followed, additional issues emerged. The household acquired several high-cost puppies of a large breed, expected to grow significantly in size. These dogs were frequently allowed to roam the property unattended. Neighbors and staff reported repeated incidents of dog waste left throughout common areas, creating sanitation concerns.

## Success Stories of Property Management Coordinators

# PROPERTY MANAGEMENT

At the same time, the household stopped paying rent entirely, accruing a substantial balance. Management made repeated attempts to contact the tenants to address the growing list of issues and to establish a plan to prevent eviction. Unfortunately, those efforts went unanswered. Over the course of a single week, four formal eviction notices were issued, citing unpaid rent, sanitation violations, and noncompliance with the lease.

A turning point came when management finally received a call from the female tenant. A meeting was scheduled, and during that visit—along with subsequent conversations—a far more serious situation came to light. The tenant disclosed that she was experiencing domestic violence and appeared to be under significant manipulation from her partner's family. Staff observed indicators consistent with financial abuse and possible fraud, compounding her already fragile situation.

The tenant, who had limited experience managing a household independently, expressed fear and uncertainty about how to proceed. With the involvement of resident services, she was informed of her rights under the Violence Against Women Act (VAWA) and began taking steps to regain control of her circumstances.

Through these protections, the tenant obtained a restraining order against her significant other, removed him from the household, and found homes for the large dogs. She also connected with financial assistance programs that allowed her to start resolving the rent arrears.

Working collaboratively with housing partners, management helped secure a housing voucher, enabling the tenant and her children to relocate to a new residence. This move offered a chance for a fresh start—away from an abusive environment and the pressures that had overwhelmed the household.

What began as a routine inspection ultimately revealed a story of vulnerability, resilience, and the critical role that housing stability and support services can play in helping families move from crisis to safety and independence.

# 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>**

