



Salem
Housing
Authority

SEPTEMBER 2025

ISSUE #23



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 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 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 the status rent-ready, or it 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**.



SHOP WITH A COP

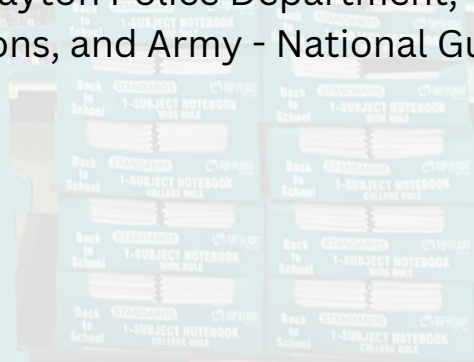
On Friday, August 2, 2025, the Salem Housing Authority helped organize the "Shop with A Cop: Back to School" event in partnership with Believe in Your Community.

Believe in Your Community raised enough funds to assist approximately 200 children in shopping for back-to-school supplies and clothing.

In total, there were seven law enforcement agencies that worked together supporting these children; with each child provided a budget of \$155. A total of 39 law enforcement agents.

A heartfelt thank you to all the law enforcement agencies that showed up and brought joy to so many children! Your efforts have truly made a difference, spreading smiles and creating unforgettable memories. We appreciate all that you do!

Salem Police Department, Marion County Sheriffs Department, Keizer Police Department, Mt. Angel Police Department, Stayton Police Department, Turner Police Department, Department of Corrections, and Army - National Guard.





Customer Service

CUSTOMER SERVICE

As of August 31, 2025, Salem Housing Authority Front Desk provided the following service:

Clients typically approach the front desk for several key reasons, primarily seeking housing or rental assistance. Many clients inquire about the status of their applications on various waitlists, while others visit to drop off paperwork.

Although we appreciate seeing our clients in person, we also provide a web portal for checking application status and updating household information. Additionally, we have a Dropbox in our lobby and parking lot for convenient paperwork drop-off.

During their initial visit, clients often ask a variety of questions. Common inquiries include whether there are any open waitlists and how to apply for them, as well as what types of programs are available. Clients frequently ask if specific properties are owned or managed by our department and seek resources or guidance on obtaining rental assistance.

Whenever we open a waiting list, we post a public notice in our lobby, on our website, and in various publications, such as the Salem Reporter, at least 14 days in advance. We offer a variety of programs. Our website lists all properties we own or manage, all assistance programs we offer, and additional community resources that may benefit our clients.

At the beginning (or in the first half) of the month, we typically experience an influx of clients concerned about their landlords not receiving Housing Assistance Payments (HAP) for that month. Due to holidays, banking issues, and mail delays, our payments do not always arrive on the first of the month. Payments may still be in transit or are being processed by private landlords and can take a few days to post to the specific client's account. Every landlord manages this differently, but landlords who sign up for direct deposit generally experience the fewest delays in receiving their Housing Assistance Payments.



Front Desk Activities	Total
US Mail processed	32
Drop Box Items processed	551
Clients seen in-person	582
Voicemail returned	185
Email responses	211

SECTION 8

Voucher Lease Up

As of August 31, 2025, the following Salem Housing Authority Vouchers were under lease:

Section 8 Voucher	Total Allotment	Total Leased	Housing Assistance Payments
Housing Choice Vouchers	2,852	2,671	\$2,599,276
Family Unification Program (FUP)	119	99	\$115,467
Veterans Affairs Supportive Housing (VASH)	113	109	\$92,307
Mainstream Vouchers	192	139	\$128,433
Emergency Housing Vouchers	34	25	\$26,087



3,310

Total
Allotment



3,043

Total Leased



\$2,961,570

Housing Assistance
Payments

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

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

Inspection

SECTION 8

Inspection Activity

As of August 31, 2025, the Salem Housing Authority has issued the following Inspection Report:

Initial Inspections Status Report	Total
Passed	47
Of the passed inspections, number that passed the first time	27
Of the passed inspections, number that passed reinspection	18
Failed - still waiting repairs	7
Scheduled/waiting to schedule	13

Annual/Biennial Inspections Status Report	Total
Passed	98
Passed on the first attempt	42
Passed on reinspection's	38
Failed - Waiting on repairs	4

Housing Choice Voucher Waiting List Update

SECTION 8

On July 11, 2025, we pulled 200 names from the Housing Choice Voucher waiting list for lease-up for the first time since 2023. Of those, 86 were returned as undeliverable, and 65 did not respond, leaving 49 families for us to continue working with.

Currently, 45 families are still in the process. Two of those have already been issued vouchers and are actively searching for housing. We hope that at least half of the families in process will ultimately be issued vouchers, though the outcome will not be known for a couple of months. We will provide an update on these numbers in next month's report.

Notably, 43% of the mailings were returned as undeliverable, and those names have been removed from the list. Clients are responsible for keeping their mailing addresses up to date, as this is the primary way we notify them when they reach the top of the waiting list. The high percentage of returned mail raises the question of whether transitioning to email notifications in the future might be more effective. Email communication could not only reduce mailing costs, which continue to rise, but also increase the likelihood that clients receive important updates, since all applicants are required to provide an email address when applying. Increasing the replies to the waiting list pulls is the goal. The families that took the time to put their names on the list need the help, and it is hard to see so many mail returns and no responses.

On August 29, 2025, another 300 letters were sent, and we are hopeful for a better response rate. The current list is just over two years old, with applicants who applied in May 2023. With strong leasing potential this calendar year, our goal is to lease as many families as possible within the capacity of the Section 8 team. Maximizing leasing is especially important, as HUD funds the voucher program based on the prior year's spending. By leasing up and fully utilizing Housing Assistance Payments (HAP) funds in 2025, we strengthen our funding outlook for the future.

As we move forward, our team's dedication and persistence will be the key to turning these opportunities into real housing solutions for families in need. Every voucher issued represents not just a number, but a family gaining stability and a fresh start. Together, we can continue to maximize our resources, improve our processes, and make a lasting impact in the community.

Section 8 Manager

Successes Stories from Our Housing Specialists

SECTION 8

Two disabled HCV participants on my caseload lost their rental home and all their belongings in a house fire. Fortunately, the family was approved for another unit and they were able to move in this month. After they settled in, their caregiver reached out to me for resources to help them obtain household items and furniture to make the new unit more comfortable.

I contacted a community connection who informed me about a new grant through OHP (Oregon Health Plan) that provides new furniture to its members. I submitted their insurance cards, and they will receive two brand new beds!

Since they lost everything in the fire, I also reached out to Helping Hands and submitted a request through the Restart program for household items and cleaning supplies to help them get started. Helping Hands was incredibly responsive and provided almost everything they requested.

Now, the two brothers can focus on their health and hopefully feel settled in their new home.

During our Section 8 Team meeting, management informed us that the recently vacated Housing Specialist position would not be filled due to anticipated budget constraints. It was discussed that after our conversion to a Moving to Work Agency, we changed the frequency of our recertifications from yearly to every two years, which has significantly decreased our workload.

I reviewed my recertification numbers for the two years before our conversion, and the average number of recertifications processed was around 35. In comparison, the current average is now only 14. Several team members expressed concerns that the monthly report does not accurately reflect all the work hours involved in other processes that aren't accounted for in the report. Although we are not overwhelmed by recertifications as we were in the past due to staff shortages, we are just as busy—if not busier—with other tasks not reflected in the monthly report.

Continued on the next page..

SECTION 8

Successes Stories from Our Housing Specialists

For every voucher issued, time is spent completing an income recertification and engaging in written and oral communication between the tenant, landlord, and our office. This is followed by face-to-face meetings with clients to issue their vouchers. Additionally, we make corrections to annual recertifications and handle interim rent increases, which may need adjustments when contract rent changes occur because a tenant selects a term lease at a lower rent.

We also deal with mandatory reporting interims, previously known as goldenrod interims, which can sometimes lead to payback agreements. With every termination, there is a requirement for written and oral communication, along with follow-up work to prepare written summaries for hearings. Depending on the case, this can take hours of additional work.

Unaccounted tasks also include following up on verifications and sending second requests for initial documents, recertifications, and tenant requests. We previously had an Office Assistant to aid with this process, but now we manage our own follow-ups on written verification requests, matching them to files and sending second written requests as necessary.

Lastly, we also handle walk-ins; for example, this month I had five walk-in clients. Behind every process, there is substantial written and oral communication that requires numerous work hours each month.

One positive outcome of the decreased number of recertifications is the improvement in our customer service. We are now able to respond to our clients in a timely manner and address their requests—whether denied or approved. Clients have expressed their appreciation for our promptness and effectiveness. For instance, I received a call from someone seeking help with filling out the recertification packet who was not my client. Instead of referring her back to her Housing Specialist, I took the time to answer her general questions, allowing her to avoid a 24-hour wait for a callback. She was very thankful. We often receive compliments from clients who notice a stark contrast in our responsiveness compared to other federal and state agencies.

Successes Stories from Our Housing Inspector

SECTION 8

August was a busy and hot month, marking our last month with just one inspector. We are eagerly anticipating the new team member to help alleviate our current challenges. This month, we faced several issues, including managing with only one inspector, a record-breaking number of initial re-inspections, and dealing with tenants who greeted the inspector at the door without proper attire. Additionally, some units had active and severe pest infestations.

Initial inspections occur when a current client moves into a new residence or when a waitlist participant receives a Good News Letter and applies for tenancy in a home, duplex, or apartment. After I receive a file ready for inspection scheduling, I email the property manager a checklist for pre-inspecting the unit. Once the pre-inspection is completed, I confirm whether the proposed day and time for our earliest availability works and clarify how our inspector will access the unit.

Out of 78 initial inspections, outside property management agencies impeded our progress in 8 cases—either forgetting to unlock a unit, failing to leave a lockbox, or overlooking a scheduled meeting—resulting in wasted time and resources. This necessitated returning to inspect the units again after arriving for the initial appointment and finding no response.

Among the 51 failed initial inspections, six required us to return not once or twice, but three times. After confirming that all necessary repairs were made following the first failed inspection, we revisited the property only to find that the issues had not been addressed despite the property manager's assurances.

To address these recurring issues, we developed a simpler inspection confirmation sheet with a clearer list of items to pre-inspect and clearer options for scheduling initial inspections. We hope these changes will resolve the challenges we have been experiencing.



SPECIAL PROGRAMS

Special Programs Team August 31, 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	133
Emergency Housing Vouchers	34	26
Project Based Voucher (PBV)**	294	227
Foster Youth to Independence (FYI)	7	5

*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	July
Annual Recertification Completed	0
Resident Requests Completed	1
Resident Requests Denied	2
Family Size Changes	0
Moves	7
Issuance of Voucher	2
Mandatory Conferences	0
Terminations	4
Port-Outs	0

Our housing specialists assist approximately 500 households that receive Mainstream Vouchers, Emergency Housing Vouchers, Project-Based Vouchers, and Foster Youth Independence Vouchers.

Resident Services

We currently have one resident services coordinator (RSC) serving our tenants while we actively recruit for two new positions.

We continue to see the intersection of health-related social needs (HRSN) impacting our tenants. During the month of August, our RSC collaborated with HouseCall Providers(HCP) (part of the CareOregon family) to provide an informational session at Englewood West. This service is vital for our Seniors as HCP provide in-home doctor care, and they accept many insurance plans. We continue to collaborate with Center 50+ to facilitate service delivery from the WoW Van (Wellness on Wheel) at some of our senior sites. We also continue to collaborate with Marion County Food Bank to deliver food at our sites, as well as help foster “Food Share Days.”

Community building events included a gnome painting class, strawberry shortcake event, a potluck, and Bingo!



SPECIAL PROGRAMS

Landlord Navigator

Our landlord navigator continues to assist Section 8 voucher holders in finding affordable housing that meets their specific needs while also meeting the requirements of the program. In August, the navigator provided 81 leads to 29 participants who had vouchers. They engaged with over 49 landlords and property management companies to maintain the most accurate rental listings and to ensure that our external stakeholders have a clear understanding of our Section 8 program.

By the end of the month, there were eight units pending inspection for the voucher holders they helped in their housing search. This means that in just a few days, eight more families will be able to move in, allowing SHA to execute a Housing Assistance Payment (HAP) contract and ensuring that their new homes are both safe and affordable.

Family Self Sufficiency (FSS)

SPECIAL PROGRAMS



In August, FSS was approved to start holding FSS mixers, where clients can connect with each other, share their experiences, and hopefully create community through bonding and self-growth activities. We made a trip to S.C.R.A.P. (a used / up-cycled craft store) to gather material for our upcoming September 2025 FSS Client Mixer. We are intentional about resources and remaining fiscally minded when planning events for our participants.

The FSS Team recently completed an intensive three-day training with Nan McKay for certification as Self-Sufficiency Service Coordinators. The Special Programs Manager collaborated with representatives from the *HUD Field Office to secure final approval for SHA's Family Self-Sufficiency Action Plan for 2025. Additionally, we held another round of successful Briefing Sessions, where we introduced the key aspects of the FSS program to potential new clients.

* review glossary for more information.

Family Self Sufficiency Data Metric	July
Total Active Contracts at the Beginning of the Month	148
Graduates with Escrow	1
Escrow Paid Out (Graduates)	\$6,417
Total Monthly Escrow Current Participants	\$28,430
Exits (Voluntary or Involuntary Termed)	1
FSS Briefing Session Participants	8
New Enrollments	3
Clients Actively Engaging with Coordinators	42 (28%)

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	11 vacant units being kept offline ahead of upcoming renovations.	43
Glen Creek	29	5 vacant units being kept offline ahead of upcoming renovations.	24
Livingston Village	26	5 Vacant Unit	21
Meadowlark Village	32	None	32
Northgate Village	28	None	28
Parkway East Apartments	46	3 Vacant Units	43
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	11 Vacant Units	40

Property Management Updates

PROPERTY MANAGEMENT

Yaquina

On August 26th, the Permanent Supportive Housing (PSH) Property Management team, which consists of two property management coordinators and two maintenance mechanics, held a Fire Safety meeting for the residents of Yaquina Hall. This meeting was prompted by a fire that occurred at the property in June, during which residents expressed a desire to discuss their experiences and learn more about fire safety.

To kick off the meeting, the Lead Maintenance Mechanic reviewed the evacuation plan. He emphasized that Yaquina Hall's fire response system is highly effective, stating that the sprinklers appropriately activated during the recent incident, allowing the fire to remain contained within one unit and preventing it from spreading to the adjacent room.

Following this, the Property Management Coordinators discussed lease agreement rules focused on fire safety, including regulations regarding the storage of electrical cords and the importance of not smoking in the units.

After the meeting, ARCHES's supportive services provided refreshments, including hot dogs, cookies, chips, and drinks. They also engaged with residents interested in joining a safety committee. A few attendees expressed enthusiasm for taking a leadership role in developing safety policies and procedures.

Sequoia

Back to school BBQ

On Thursday, August 28th, the supportive staff at ARCHES Sequoia hosted a barbecue to celebrate the upcoming start of the school year. Many residents attended and enjoyed hamburgers, hot dogs, drinks, and chips. The children also participated in crafts and received cards wishing them good luck for the school year ahead.

All PSH

ARCHES has partnered with Western Oregon University to offer Occupational Therapy sessions at our PSH properties. These free weekly sessions will run for 9 weeks, starting in October, and will be led by Occupational Therapy students. Residents who attend all 9 sessions will receive a gift card. The classes will focus on teaching life skills, particularly in relation to sensory processing and mental wellness. Preliminary meetings will be held throughout August and September, allowing residents to attend, enjoy some snacks, and learn more about what Occupational Therapy will involve.

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>

