



Executive Summary

AP-05 Executive Summary - 24 CFR 91.200(c), 91.220(b)

1. Introduction

The City of Salem is an entitlement community under Title 1 of the Housing and Community Development Act of 1974. Entitlement communities are eligible to receive federal funds annually from the U S Department of Housing and Urban Development (HUD) under the Community Development Block Grant (CDBG) Program and Home Investment Partnership Act (HOME).

This Annual Action Plan (AAP) describes various housing and community development activities for the federal program year (PY) beginning July 1, 2022, and ending June 30, 2023 (City of Salem Fiscal Year 2023). This is the third year of activities designed to address community needs described in the 2020-2024 Consolidated Plan.

A total of approximately **\$3.9 million** in entitlement and estimated program income is proposed for allocation to for profit and nonprofit partners. For PY 2022 this estimate includes program income, actual entitlement award, reallocation of funds from canceled projects and past unallocated resources.

In addition to the entitlement resources, the city received **\$2,349,371** in HOME through the American Rescue Plan (ARP) for production/reservation of affordable housing, tenant based rental assistance (TBRA), supportive services, homeless prevention, and purchase/development of non-congregate shelter for unhoused citizens. The HOME ARP funds are reflected separately in a Substantial Amendment to the 2021 Annual Action Plan.

2. Summarize the objectives and outcomes identified in the Plan

This could be a restatement of items or a table listed elsewhere in the plan or a reference to another location. It may also contain any essential items from the housing and homeless needs assessment, the housing market analysis or the strategic plan.

The goals of the CDBG and HOME programs are to provide decent housing, a suitable living environment for the cities' low- and moderate-income residents, and economic opportunities for low moderate-income residents. The Cities strive to accomplish these goals by maximizing and effectively utilizing all available funding resources to conduct housing and community development activities. These goals are further explained as follows:

- Providing decent housing means helping homeless persons obtain appropriate housing and assisting those at risk of homelessness; preserving the affordable housing stock; increasing availability of permanent housing that is affordable to low- and moderate-income persons without discrimination; and increasing the supply of supportive housing.
- Providing a suitable living environment entail improving the safety and livability of neighborhoods; increasing access to quality facilities and services; and reducing the isolation of income groups within an area through integration of low-income housing opportunities.
- Expanding economic opportunities involves creating jobs that are accessible to low- and moderate-income persons; making down payment and closing cost assistance available for low- and moderate-income persons; promoting long term economic and social viability; and empowering low-income persons to achieve self-sufficiency.

Please refer to sections AP-35 and AP-38 for detailed information on specific activities.

3. Evaluation of past performance

This is an evaluation of past performance that helped lead the grantee to choose its goals or projects.

The City of Salem's evaluation of its past performance has been completed in a thorough Consolidated Annual Performance and Evaluation Report (CAPER). These documents state the objectives and outcomes identified in each year's Annual Action Plan and include an evaluation of past performance through measurable goals and objectives compared to actual performance. These documents can be found on the City of Salem's website at: <https://www.cityofsalem.net/apply-for-federal-funding>.

The City of Salem has been successful in allocating the CDBG and HOME for eligible program activities. The City's goals included (1) End Homelessness, (2) Expand Affordable Housing, and (3) Promote Economic Development. The following activities were taken to meet the goals:

- Congregations Helping People: Homeless preventions subsistence payments
- Mid-Willamette Community Action Agency: Salem Warming Center Network
- Redwood Crossing: Renovation of 31 new units
- Westcare: Upgrade to Veterans' housing, including ADA improvements
- DevNW: Community Housing Development Organization (CHDO) operating support
- Marion Polk Food Share: Nutritious meals for senior citizens through Meals on Wheels

4. Summary of Citizen Participation Process and consultation process

Summary from citizen participation section of plan.

The Citizen Participation Plan (CPP) focuses on public involvement in the process of developing the Consolidated Plan (ConPlan), Annual Action Plan, and the Consolidated Annual Performance and Evaluation Report (CAPER). Substantial amendments to the Consolidated Plan and the Annual Action Plan go before citizens for evaluation and comments prior to City Council approval. Every program year there are multiple opportunities for the public to provide comment in writing or during public meetings to the City's leadership (Mayor, City Manager, and Department Directors) and staff. Comments are considered and addressed, as needed.

Recent public input gathered by the city include ***Our Salem Planning for Growth, Salem Climate Action Plan***, and the ***2021 Community Satisfaction Survey*** provide examples of citizen participation in the development of this plan. Federal Programs staff participated in Our Salem [https://www.cityofsalem.net/our-salem community workshops](https://www.cityofsalem.net/our-salem-community-workshops) in which housing and community development needs were discussed. During the Salem Action Climate Plan <https://www.cityofsalem.net/Pages/climate-action-plan.aspx> public meetings areas discussed and included in the plan that overlap the Consolidated Plan goals include affordable housing, access to technology, infrastructure, and equity. The survey informs citywide policies, plans and budget. The 2021 Community Satisfaction Survey <https://www.cityofsalem.net/Pages/survey-finds-salem-residents-satisfied-with-core-services-concerned-about-homelessness.aspx> identified homelessness as the top concern for Salem residents. Addressing homelessness is a goal in the Consolidated Plan.

Pre-COVID, public meetings were held at times convenient to potential and actual beneficiaries in locations that meet American with Disabilities Act (ADA) accessibility standards. During COVID, the City's YouTube Channel <https://www.youtube.com/user/CITYOFSALEM>, CCTV and website <https://www.cityofsalem.net> provide the public opportunity to review documents in two primary languages (English and Spanish). With notice, prior to any public meeting, the city can provide the following services: an interpreter and audio equipment for the hearing impaired, a reader to review

printed materials with the sight impaired; and a foreign language interpreter for non-English speaking residents.

This draft AAP was publicized and made available for public comment for a 30-day public comment period beginning February 18, 2022. The document was made available in paper form in the City's Library at the Information Desk and a link emailed to the Continuum of Care (CoC), National Association for the Advancement of Colored People (NAACP), City of Salem Human Rights Commission members, Community Action Agency (CAA), Salvation Army, St. Francis Shelter, United Way, Women at the Well, Family Promise, Mano A Mano, Seed of Faith Ministry and Union Gospel Mission for sharing with their members and other interested partners.

The Salem City Council held a public hearing on the proposed activities April 25, 2022. The public hearing was announced on the City's website and on the public agenda. The hearing was opened and provided an opportunity for citizens/interested parties to comment on the proposed plan. No comments were received from the public during the 30 day review period or during the public hearing.

5. Summary of public comments

This could be a brief narrative summary or reference an attached document from the Citizen Participation section of the Con Plan.

No comments were received from the public during the 30 day review period or during the public hearing. Please see appendices for the legal notice.

6. Summary of comments or views not accepted and the reasons for not accepting them

No comments were received from the public during the 30 day review period or during the public hearing. Had there been comments the City would have considered the comment and responded to the individual as applicable. Please see appendices for the legal notice.

7. Summary

The City of Salem will coordinate Annual Action Plan funds with other community initiatives and funding sources including General Fund; Low Income Housing Tax Credits (LIHTC), New Market Tax Credits (NMTC), Urban Renewal Areas (URA) and public housing Project Based Vouchers (PBV). The combination of efforts will result in the provision of human services, affordable housing, and community and economic development for the citizens of Salem. How each resource is used depends upon the various restrictions and regulations covering the funds.

On January 23, 2023 , Amendment #1 was created to reflect:

- Re-allocating \$600,000 of HOME funds to CPD Gateway for new construction of 184 affordable rental units

PR-05 Lead & Responsible Agencies – 91.200(b)

1. Agency/entity responsible for preparing/administering the Consolidated Plan

Describe the agency/entity responsible for preparing the Consolidated Plan and those responsible for administration of each grant program and funding source.

Agency Role	Name	Department/Agency
Lead Agency	SALEM	
CDBG Administrator	SALEM	Urban Development Department
HOPWA Administrator		
HOME Administrator	SALEM	Urban Development Department
HOPWA-C Administrator		

Table 1 – Responsible Agencies

Narrative (optional)

The City's Federal Programs activity is within the Urban Development Department’s Financial Services. Three program managers are responsible for the development of the Consolidated Plan, the Annual Action Plans, the CAPER, and the Assessment of Fair Housing.

Activities and programs funded by both CDBG, HOME and General Fund are carried out in cooperation with several partners: community based non-profit organizations, for-profit organizations, faith-based groups, private developers, and other City and State agencies and departments.

Consolidated Plan Public Contact Information

Urban Development Department staff hours are Monday–Friday from 8:00 a.m.–5:00 p.m. The mailing address is 350 Commercial ST NE, Salem, OR 97301. The staff can be reached via email or by calling 503-588-6178 or TTY/TDD: 503-588-6370. Federal program policies, plans, mailing list and other information can be found at: <https://www.cityofsalem.net/Pages/application-process-for-grant-funds.aspx>.

AP-10 Consultation – 91.100, 91.200(b), 91.215(I)

1. Introduction

The Federal Programs staff conducted outreach to peer entitlement community agencies, service providers, city departments, state partners and community leaders as part of the consultation process. From the sharing of ideas, reviewing planned activities, and discussing opportunities to coordinate efforts, this input was invaluable to the development of this year's AAP. Due to the ongoing COVID-19 variants outreach was conducted virtually.

Provide a concise summary of the jurisdiction's activities to enhance coordination between public and assisted housing providers and private and governmental health, mental health and service agencies (91.215(I))

The Housing Authority of the City of Salem (SHA) and West Valley Housing Authority are the public housing organizations within the jurisdiction. The Federal Programs staff coordinated with both PHAs in the development and sustaining of public housing assets. As the responsible entity, the City conducts environmental reviews, review each PHAs five-year plan and coordinate housing activities to meet community needs. The Urban Development Director is supervisor of SHA. The Housing Administrator at SHA is part of the Urban and Development management structure and meets weekly to discuss joint priorities and programs.

The city has longstanding relationships with both affordable housing service providers and developers. Throughout the year developers and property management companies regularly engage federal programs staff in discussing their needs and how the City can assist in expanding affordable housing. City Planning Department staff provide information to potential developers looking to financing housing construction for low to moderate income households. The federal programs staff work with transitional shelter organizations, persons seeking housing, and homeless advocates to discuss priorities and various funding streams available.

The City of Salem continue to monitor projects that received both City of Salem federal funds and State of Oregon funding (LIFT, LIHTC, and Section 8 Housing Assistance Program). This coordination is a streamlining effort to reduce the burden of entry for tenants occupying funded units, and to reduce the administrative burden of monitoring on the City of Salem and the State of Oregon.

Federal Program staff worked with hand in hand with Marion County Health Department in access to COVID-19 testing, vaccine shots and community education. Federal Programs staff attended weekly meetings, shared updates, and assisted in setting up services in impacted, marginalized communities. The city supported community-based organizations in providing physical and mental health opportunities for children and youth.

Kaiser Permanent and Salem Health are partners in CDBG/HOME funded programs.

Describe coordination with the Continuum of Care and efforts to address the needs of homeless persons (particularly chronically homeless individuals and families, families with children, veterans, and unaccompanied youth) and persons at risk of homelessness.

The Mid-Willamette Valley Homeless Alliance is the regional Continuum of Care (CoC) organization. Board members with voting rights include City of Salem Mayor Chuck Bennett and Councilor Chris Hoy. The board includes private, governmental, health (physical & mental), and human service agencies. The CoC governing body host monthly public meetings. Subcommittees meet on a regular basis to data gather and share service efforts to address homelessness. City staff participate in subcommittee activities.

In July 2021 the CoC adopted a strategic plan. The plan includes increase all types of housing opportunities, align systems to improve service delivery and address mental health assistance. The plan can be found: <https://mwvhomelessalliance.org/2021/07/11/alliance-adopts-2021-strategic-plan/>. Some of the efforts overlay needs in the 2020-2024 Consolidated Plan and are being addressed in this AAP.

Several City funded projects are active members with the CoC. They include:

Organization CDBG/HOME Program Name

- Family Promise HOME TBRA – Homeless Families
- Mano A Mano Rental Assistance – Homeless Prevention
- ARCHES TBRA, Warming Shelter, Youth Homeless Shelter
- Northwest Human Services Homeless Youth Shelter, Rental Assistance
- Seed of Faith Transitional Housing, Food Pantry and Homeless Services
- St. Francis Shelter Transitional Housing for Homeless Families
- Westcare / VetCare Transitional Housing Shelter with Wraparound Services
- Salem Housing Authority Expand Affordable Housing, HOME TBRA

Describe consultation with the Continuum(s) of Care that serves the jurisdiction's area in determining how to allocate ESG funds, develop performance standards for and evaluate outcomes of projects and activities assisted by ESG funds, and develop funding, policies and procedures for the operation and administration of HMIS

Mid-Willamette Valley Community Action Agency (MWVCAA) administers the ESG funds. The City and MWVCAA collaborate on several projects to ensure that the ESG resources align with previously mentioned community efforts to address homelessness. These community efforts include warming shelter, day resource center, tenant-based rent assistance, and homelessness prevention.

The CoC agencies with HNIS data sharing & HOME/CDBG include:

Organization	CDBG/HOME Program Name	HMIS
• Family Promise	HOME TBRA – Homeless Families	Yes
• Mano A Mano	Rental Assistance – Homeless Prevention	Yes
• ARCHES	TBRA, Warming Shelter, Youth Homeless Shelter	Yes
• Northwest Human Services	Homeless Youth Shelter, Rental Assistance	Yes
• Seed of Faith	Transitional Housing, Food Pantry and Services	Yes
• St. Francis Shelter	Transitional Housing for Homeless Families	Yes
• Westcare / VetCare	Transitional Housing Shelter with Services	Yes
• Salem Housing Authority	Expand Affordable Housing, HOME TBRA	Yes

2. Describe Agencies, groups, organizations and others who participated in the process and describe the jurisdiction’s consultations with housing, social service agencies and other entities

Table 2 – Agencies, groups, organizations who participated

1	Agency/Group/Organization	Salem Interfaith Hospitality Network
	Agency/Group/Organization Type	Services-homeless
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Homeless Needs - Families with children Homelessness Strategy
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	Salem Interfaith is administering a tenant based rental assistance program for homeless families. They also provide case management. Family Promise was consulted regarding a desire to develop additional affordable housing.
2	Agency/Group/Organization	SALEM HOUSING AUTHORITY
	Agency/Group/Organization Type	PHA
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Public Housing Needs Homeless Needs - Chronically homeless Homeless Needs - Families with children Homelessness Needs - Veterans Homelessness Needs - Unaccompanied youth Homelessness Strategy
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	Development of affordable rental housing and outreach services for persons who are houseless. SHA works with Federal Programs staff in review of plans, updates regarding the Housing Authority properties and programs, and in consultation with Federal Programs as needed about overlaying of funding sources and the outcome regarding income and rent restrictions. The city reviewed SHAs Annual and Five-year Plan to ensure consistency with the Consolidated Plan. SHA also administered funding for a security deposit program.

3	Agency/Group/Organization	Marion Polk Food Share
	Agency/Group/Organization Type	Regional organization
	What section of the Plan was addressed by Consultation?	Anti-poverty Strategy
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	Marion Polk Food Share has been awarded funding for the purchase of emergency food resources through General Fund dollars dedicated to public services. They also applied for a youth working on a community garden.
4	Agency/Group/Organization	St. Francis Shelter
	Agency/Group/Organization Type	Housing Services - Housing Services-Children Services-Victims of Domestic Violence Services-homeless
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Homeless Needs - Chronically homeless Homeless Needs - Families with children Homelessness Strategy Anti-poverty Strategy
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	St. Francis Shelter has been awarded tenant based rental assistance (TBRA).
5	Agency/Group/Organization	Center for Hope and Safety
	Agency/Group/Organization Type	Services - Housing Services-Children Services-Victims of Domestic Violence Services-homeless

	What section of the Plan was addressed by Consultation?	Housing Need Assessment Homeless Needs - Families with children Non-Homeless Special Needs Anti-poverty Strategy
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	Center for Hope and Safety has been awarded funding for case management that will be provided to victims of domestic violence, human trafficking, and stalking. Resources regarding expansion of affordable housing was also awarded.
6	Agency/Group/Organization	Women at the Well
	Agency/Group/Organization Type	Housing Services-homeless
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Homeless Needs - Chronically homeless Anti-poverty Strategy
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	Women at the Well Grace House applied to support case management that would be provided to homeless women. They were funded.
7	Agency/Group/Organization	DevNW (Corvallis Neighborhood Housing Services)
	Agency/Group/Organization Type	Housing Regional organization Community Development Financial Institution

What section of the Plan was addressed by Consultation?	Housing Need Assessment Homeless Needs - Chronically homeless Homeless Needs - Families with children Homelessness Needs - Veterans Homelessness Needs - Unaccompanied youth Homelessness Strategy Economic Development Anti-poverty Strategy
Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	Understanding of housing needs for low to moderate income persons wishing to build equity through single family homeownership. Tools that can be used to maintain affordability.

Identify any Agency Types not consulted and provide rationale for not consulting

A wide range of affordable housing agencies, social service agencies, economic development partners, and others were consulted during this AAP process. Many opted to not apply for funds or were not able to meet federal compliance requirements. Staff will continue to educate, encourage, and provide technical assistance to agencies.

Other local/regional/state/federal planning efforts considered when preparing the Plan

Name of Plan	Lead Organization	How do the goals of your Strategic Plan overlap with the goals of each plan?
Continuum of Care		

Table 3 – Other local / regional / federal planning efforts

Narrative (optional)

AP-12 Participation – 91.105, 91.200(c)

1. Summary of citizen participation process/Efforts made to broaden citizen participation Summarize citizen participation process and how it impacted goal-setting

The Citizen Participation Plan (CPP) establishes the policies and procedures by which citizens of Salem, public agencies, and other interested parties can actively participate in the development of the Consolidated Plan, Annual Action Plan (AAP), Substantial Amendments, and the Consolidated Annual Performance and Evaluation Report (CAPER). This includes citizen involvement in identifying needs; setting priorities among these needs; deciding how much money should be allocated to each high-priority need; suggesting the types of programs to meet high-priority needs; and overseeing the way in which programs are carried out.

The City and partners are continuously seeking ways to increase broadband access among low-income residents. To that end, in this AAP, all new construction housing projects receiving HOME funds are required to provide broadband access in units. Additionally, onsite leasing and community buildings will also provide public Wi-Fi access for residents. This fall, the City is asking Salem voters to approve a \$300 million bond measure to fund projects including to acquire sites for two branch libraires. Libraries serve as community spaces with known access to Wi-Fi, computers, podcast rooms and electronic books.

The City's Economic Development Strategy and COVID-19 Recovery Plan (Oct 2021), outlines strategies to continue building on past efforts and include new goals and actions to reflect the need for broadband access throughout Salem. Two strategies that will impact low to moderate income households include: (1) Consult with service providers on ways to achieve better rates and provide customers with higher quality broadband; and (2) Seek efficiency improvements in the existing broadband permitting process. Examples include, City franchise agreements, City Right of Way permits, and single dig initiatives. The City will enhance outreach efforts to ensure that individuals are aware of the public and private programs currently available to increase digital access.

The City of Salem has been looking at ways to mitigate hazards for years. Resilience thinking is incorporated into all the City's plans and projects. Salem's primary hazard is flooding. Due to diligent improvement activities in Public Works, Salem's Community Rating System (CRS) has significantly improved over the years. As a result, Salem's residents are eligible for flood insurance discounts based on one of the highest CRS ratings in the State of Oregon. Earthquake preparedness in the City has received increased focus over the decades. Significant resources have been expended and proposed to seismically retrofit critical public safety infrastructure, including fire stations. Neighborhood resiliency is being

enhanced through education and training in the Fire Department’s Community Emergency Response Team (CERT) program. Salem residents have been organizing and training since the fall of 2002 to assist with the “bounce back” in their local neighborhoods. Trained CERT volunteers in Salem exceed 1800. The City of Salem Climate Action Plan (CAP) includes 183 strategies to increase the community's resilience to climate change and to reduce Greenhouse Gas (GHG) emissions in Salem. In February of this year City Council accepted the Climate Action Plan (CAP). The entire plan can be found on the City’s website: <https://www.cityofsalem.net/community/natural-environment-climate/climate-action-plan-for-salem>

Citizen Participation Outreach

Sort Order	Mode of Outreach	Target of Outreach	Summary of response/attendance	Summary of comments received	Summary of comments not accepted and reasons	URL (If applicable)
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1	<p>Internet and Emails</p>	<p>Min orities Non-English Speaking - Spanish Speaking Persons with disabilities</p> <p>On Oct 21, 2021, a public notice was emailed to stakeholders. The notice was also posted to the City</p>	<p>Inquiries regarding the process and eligible activities from potential applicants</p>	<p>Not Applicable</p>	<p>https://www.cityofsalem.net/Pages/salem-federal-funding-applications-open-october-22.aspx</p>
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2	Pres s Rele ase	Non- targeted /bro ad com	Press notification was disseminated by the City	Not Appl icabl e	Not Appl icable	https://www.cityofsalelem.net/Pages/sale-m-federal-funding-applications-open-october-22.aspx

Sort Order	Mode of Outreach	Target of Outreach	Summary of response/attendance	Summary of comments received	Summary of comments not accepted and reasons	URL (If applicable)
		community	<p> Communications Team. </p>			

Sort Order	Mode of Outreach	Target of Outreach	Summary of response/attendance	Summary of comments received	Summary of comments not accepted and reasons	URL (if applicable)
3	Internet Outreach	Non-targeted/broad community	<p>Two virtual application workshops were held to assist potential applicants and answer questions regarding priorities and process. Wednesday, October 27, 2021 at 2:30 p.m. Zoom Meeting: https://us02web.zoom.us/j/84673483105?pwd=bIBYZHRUeXYrWUhaT2h0ZVINZDkxZz09 Meeting ID: 832 5607 6007/Passcode: 226220</p> <p>Thursday, November 18, 2021 at 9 a.m. Zoom Meeting: https://us02web.zoom.us/j/84125440604?pwd=RFAyOTQ4cUJ0YXY4SVRYZW8zKzVrZz09 Meeting ID: 843 8751 3710/Passcode: 710900</p>	Individual organizations reached out for one-on-one consultations	Consultations were held with Federal Programs staff	https://us02web.zoom.us/j/84673483105?pwd=bIBYZHRUeXYrWUhaT2h0ZVINZDkxZz09

Sort Order	Mode of Outreach	Target of Outreach	Summary of response/attendance	Summary of comments received	Summary of comments not accepted and reasons	URL (If applicable)
4	Newspaper Ad	Non-targeted / broad community	The draft AAP Public Notice was posted in the Statesman Journal for the 30-day comment period. Additionally, the draft document was posted on the City's website and emailed to stakeholders on the various distribution lists.	None Received	None Received	

Table 4 – Citizen Participation Outreach

Expected Resources

AP-15 Expected Resources – 91.220(c)(1,2)

Introduction

Congress approved the FFY 2022 budget and for the CDBG/HOME program year the City's allocation is \$1,363,446 for CDBG and \$729,070 for HOME program activities. The City anticipates receipting program income from both programs and using prior year resources that are unallocated.

Community Development Block Grant (CDBG)

The CDBG entitlement program, established in 1974 and administered by HUD, provides metropolitan cities and urban counties with funds to assist in the efforts of providing decent housing, neighborhood revitalization, economic development, as well as the prevention and elimination of slums and blight, and assistance to low- and moderate-income persons. In conjunction with the entitlement allocations, the City, as it is able, will contribute General Fund dollars for various social service programs. The General Funds will be allocated to support individuals and families in need of essential services such as food, shelter, health care, etc. The CDBG social service allocation works in conjunction with the General

Funds towards meeting the same goals.

Eligible CDBG activities include but are not limited to:

- Economic Development-Microenterprise, special economic development, financial assistance
- Public Services-Job training and employment, health care, and substance abuse services
- Community Facilities-Rehabilitation, construction, or acquisition of neighborhood facilities
- Community Revitalization-Removal of slums and blight
- Housing-Rehabilitation for residential purposes, lead-based paint testing, and mitigation

HOME Investment Partnerships

The HOME program addresses a variety of activities such as acquisition, rehabilitation, new construction, tenant-based rental assistance, and

homebuyer assistance aimed at developing and providing affordable housing for low- and moderate-income persons.

Eligible HOME activities include:

- Housing- Homebuyer activities and homeowner rehabilitation
- Tenant-Based Rental Assistance- Rental Assistance, Utility Assistance, and Security Deposits
- Rental Housing Activities- New construction, rehabilitation, site improvement, among others

Program Income, reallocation of funds from canceled projects, and past project funding reduction will supplement the entitlement funds received by the City to complete projects. Program Income is an additional source of funds generated in whole or in part by repayment of CDBG, Neighborhood Stabilization Program (NSP) or HOME loan funds.

The Anticipated Resources Matrix provided in this document summarizes the expected amount of federal entitlement resources and program income available for Fiscal Year 2022 (Year 3 of the 2020-2024 Consolidated Plan). It includes a list of available eligible activities from the HUD's

planning system known as IDIS (Integrated Disbursement and Information System).

Anticipated Resources

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 1				Expected Amount Available Remainder of ConPlan \$	Narrative Description
			Annual Allocation: \$	Program Income: \$	Prior Year Resources: \$	Total: \$		
CDBG	public - federal	Acquisition Admin and Planning Economic Development Housing Public Improvements Public Services	1,363,446	150,000	535,000	2,048,446	2,926,892	Prior year resources include reprogrammed funds from previous program years
HOME	public - federal	Acquisition Homebuyer assistance Homeowner rehab Multifamily rental new construction Multifamily rental rehab New construction for ownership TBRA	729,070	270,000	1,450,000	2,449,070	1,800,000	Prior year resources include reprogrammed funds from previous program years

Table 5 - Expected Resources – Priority Table

Explain how federal funds will leverage those additional resources (private, state and local funds), including a description of how matching requirements will be satisfied

Sources of match can be cash, donated land or real property, infrastructures improvements, bonds issued by state or local government, donated materials, equipment, or professional services, sweat equity, and the value of foregone taxes. The City will meet the 25% match requirement through the \$400,000 in general funds committed in the FY 2023 budget. Applicants are required to contribute 25% to their awarded activities. Subrecipients declare their match on the annual CAPER report.

State Partners: The City leverages funds administered by Oregon Housing Community Services (OHCS). These resources include all programs currently managed by the State agency: <https://www.oregon.gov/ohcs/Pages/index.aspx>.

General Funds/System Development Charges (SDC): The City of Salem waive the SDCs for nonprofit organizations who use HOME or CDBG in housing development projects.

Nonprofit Property Tax Exemption Program: On January 8, 2018, the Salem City Council enacted an ordinance that provide property tax exemptions for low-income housing held by charitable, nonprofit organizations. The tax exemption is intended to benefit low-income residents and support the availability of low-income housing units in the City. Applications area accepted annually.

Federal Opportunity Zones: The City has identified several Opportunity Zone (OZ) census tracts to encourage long-term investments in low-income and city center communities.

For decades, the city has partnered with developers and non-profit agencies to produce an approximate match surplus. This surplus will ensure the City will meet the required match obligations for the next several years without the need for any additional match contributions.

Allowed sources of match include private grants; donated real property; value of donated or voluntary labor of professional services; sweat equity; cash contribution by nonfederal sources; proceeds from bonds not repaid with revenue from an affordable housing project; state and local taxes, charges, or fees. This is not an exhaustive list of allowable match sources. All sources must comply with 24 CFR §§ 92.218 - 92.222.

If appropriate, describe publically owned land or property located within the jurisdiction that may be used to address the needs identified in the plan

Using Downtown Urban Renewal Area resources, the city purchased land located at 615 Commercial St. N.E. Sited on the land is the building owned by ARCHES, a regional homeless service provider. Services provided in the building include respite, mental health counseling, veteran services, daily meals, and a location for mail.

The city purchased a building on 22nd Street for the region's first Navigation Center. The Navigation Center should be open on or about September 2022, barring unforeseen supply chain issues.

Discussion

The Expected Amount Available for the Remainder of ConPlan is an estimate of the funds expected to be received over the remaining years of the 2020-2024 Consolidated Plan. Estimates were calculated using confirmed entitlement, anticipated entitlement and expected program income.

Annual Goals and Objectives

AP-20 Annual Goals and Objectives

Goals Summary Information

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
1	Support Efforts to End Homelessness	2020	2021	Homeless	Salem Citywide	Homelessness	CDBG: \$1,330,000 HOME: \$440,000	Public service activities for Low/Moderate Income Housing Benefit: 360 Households Assisted Tenant-based rental assistance / Rapid Rehousing: 48 Households Assisted Overnight/Emergency Shelter/Transitional Housing Beds added: 100 Beds
2	CHDO Set Aside	2020	2024	Affordable Housing	Salem Citywide	Low-to-Moderate Income Housing	HOME: \$650,000	Homeowner Housing Added: 24 Household Housing Unit
3	Program Administration	2020	2024	Affordable Housing	Salem Citywide	Homelessness Low-to-Moderate Income Housing Special Needs Populations Public Facilities	CDBG: \$302,689 HOME: \$99,907	Other: 0 Other

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
4	Expand Affordable Housing	2020	2024	Affordable Housing	Salem Citywide	Low-to-Moderate Income Housing Special Needs Populations	CDBG: \$350,000 HOME: \$1,250,000	Rental units constructed: 252 204 Household Housing Unit Rental units rehabilitated: 12 Household Housing Unit

Table 6 – Goals Summary

Goal Descriptions

1	Goal Name	Support Efforts to End Homelessness
	Goal Description	This goal is to support service provider efforts to combat homelessness through homeless prevention activities, establishment and support of homeless shelters and transitional housing, and supportive services for homeless households. The partners will use HOME funds for TBRA. Housing is restricted to households below 80% AMI.
2	Goal Name	CHDO Set Aside
	Goal Description	This goal will account for the 15 percent set-aside for Community Housing Development Organizations (CHDO).
3	Goal Name	Program Administration
	Goal Description	Administrative costs associated with federal programs are allocated 10% (HOME) & 20% (CDBG) percent.
4	Goal Name	Expand Affordable Housing
	Goal Description	The expansion of affordable housing in Salem includes the renovation and/or development of rental and homeowner housing units. This will increase access to affordable housing options for low to moderate income households with housing needs.

Projects

AP-35 Projects – 91.220(d)

Introduction

The City will use 2022 CDBG and HOME resources to support needs identified in the 2020-2024 Consolidated Plan.

For PY 2022 HOME the City allocated 100% of the resources to projects/activities. The PJ will use some prior year formula funds from the U.S. Department of Housing and Urban Development (HUD) to accomplish goals identified in this plan. The prior year funds originate from HOME program years 2015, 2016 (, 2017, 2018, 2019, 2020 and 2021. The balance remaining in HOME unallocated is \$103,378.09. The City anticipates using the funds for potential construction cost overruns due to a nationwide increase in materials and labor.

For PY 2022 CDBG, \$55,760 are unallocated to projects/activities. This is less than 10% of the funding anticipated for the 2022 PY. The PJ will use some prior year formula funds from the U.S. Department of Housing and Urban Development (HUD) to accomplish goals identified in this plan. The prior year funds originate from CDBG program years 2016, 2017, 2018, 2019, 2020 and 2021. The City recognizes the importance of not only allocating the funds but making sure the proposed projects are completed in a timely fashion. The City anticipates using the funds for potential construction cost overruns due to a nationwide increase in materials and labor.

Projects

#	Project Name
2	Integrated Supports for Living
3	CDBG Admin 2022
7	Center for Hope and Safety (CHS) HOPE Plaza
8	Marion and Polk Food Share – Meals on Wheels
9	Mid-Willamette Valley Community Action Agency Early Childhood Head Start Program
11	Gateway Salem – CDP Oregon Modifying
12	Seed of Faith – Transitional Housing Rehab
13	Marion Polk Foodshare Youth Job Development
18	HOME Admin 2022
19	MWVCAA -TBRA 2022 Allocation
20	St. Francis Shelter TBRA
21	Applegate Landing – New Construction 2022 Allocation Canceled
22	DevNW (CHDO) - Phase II McLeay Road SFH Construction

Table 7 - Project Information

Describe the reasons for allocation priorities and any obstacles to addressing underserved needs

Oregon has the fifth-highest rate of homelessness in the United States, according to a new study from PsyDPrograms.org.

Data from the Department of Housing and Urban Development establish that though Oregon is regarded as having one of the country's worst homelessness problems, the state holds relatively low numbers of homelessness among women and children. Oregon's homeless population for women is 39% and children represent 16.7%. Most homeless persons in Salem are men.

Lack of housing (market rate and affordable) inventory and high rents are recognized circumstances to blame for the severity of the state's homelessness crisis. Economist John Quigley and Steven Raphael were among the first to demonstrate that housing affordability—rather than personal circumstances—is the key to predicting the relative severity of homelessness across the United States. They estimated that a 10.0 percent increase in rent leads to a 13.6 percent increase in the rate of homelessness. To afford a two-bedroom home in Salem, Oregon, you need a job paying at least \$25.14 an hour (\$52,296 a year), according to a new report from the National Low Income Housing Coalition. The average income of a resident in the Salem Metropolitan Service Area is \$11.37 per hour (\$23,201 a year). This does not include the recent inflationary pressures on household income.

There is a shortage of 100,000 affordable units in the region.

AP-38 Project Summary
Project Summary Information

1	Project Name	Integrated Supports for Living
	Target Area	Salem Citywide
	Goals Supported	Expand Affordable Housing
	Needs Addressed	Low-to-Moderate Income Housing Special Needs Populations
	Funding	CDBG: \$300,000
	Description	This project consists of rehabilitation of an existing housing complex. Roofs, decking, windows, etc. are to be replaced. 12 units total.
	Target Date	6/30/2023
	Estimate the number and type of families that will benefit from the proposed activities	12 households. Persons living with disabilities.
	Location Description	1870 Fisher Road NE, Salem, OR 97305
	Planned Activities	This project consists of rehabilitation of an existing housing complex. Roofs, decking, windows, etc. are to be replaced. 12 units (two buildings with 6 units in each building)
2	Project Name	CDBG Admin 2022
	Target Area	Salem Citywide
	Goals Supported	Program Administration
	Needs Addressed	Homelessness Low-to-Moderate Income Housing Special Needs Populations Public Facilities Economic Development
	Funding	CDBG: \$302,689
	Description	CDBG Administrative Costs
	Target Date	6/30/2023
	Estimate the number and type of families that will benefit from the proposed activities	N/A
	Location Description	City of Salem Urban Development Department, 350 Commercial Street NE, Salem, OR 97301
	Planned Activities	Administrative activities.

3	Project Name	Center for Hope and Safety (CHS) HOPE Plaza
	Target Area	Salem Citywide
	Goals Supported	Expand Affordable Housing
	Needs Addressed	Low-to-Moderate Income Housing
	Funding	CDBG: \$55,000
	Description	This project will include 20 additional affordable housing in Salem's downtown. 444-460 Church Street NE, Salem OR 97301.
	Target Date	6/30/2024
	Estimate the number and type of families that will benefit from the proposed activities	20 survivors of domestic violence and sex trafficking
	Location Description	444-460 Church Street NE, Salem OR 97301
	Planned Activities	New construction of 20 affordable housing units and \$5,000 project delivery.
4	Project Name	Marion and Polk Food Share - Meals on Wheels
	Target Area	Salem Citywide
	Goals Supported	Support Efforts to End Homelessness
	Needs Addressed	Special Needs Populations
	Funding	CDBG: \$165,000
	Description	Marion and Polk Food Share will assist in providing home delivered meals to approximately 35 people, will be used to ensure seniors received hot meals and wellness check-ins.
	Target Date	6/30/2023
	Estimate the number and type of families that will benefit from the proposed activities	35, senior citizens
	Location Description	Varies homes in Salem.
	Planned Activities	CDBG funding will be used to ensure seniors received hot meals and wellness check-ins.
5	Project Name	Mid-Willamette Valley Community Action Agency Early Childhood Head Start Program
	Target Area	Salem Citywide

	Goals Supported	Support Efforts to End Homelessness
	Needs Addressed	Homelessness Public Facilities
	Funding	CDBG: \$705,000
	Description	This program will provide support for rehabbing an existing childcare facility to meet the needs for income eligible families.
	Target Date	6/30/2023
	Estimate the number and type of families that will benefit from the proposed activities	300 low to moderate income children
	Location Description	Wallace Road NW, Salem OR
	Planned Activities	Acquisition and rehabbing of two buildings, of which one is an existing childcare facility, to meet the needs for income eligible families. The City is allocating \$5,000 in project delivery.
6	Project Name	Gateway Salem - CDP Oregon
	Target Area	Salem Citywide
	Goals Supported	Expand Affordable Housing
	Needs Addressed	Low-to-Moderate Income Housing
	Funding	HOME: \$655,000 adding \$600,000
	Description	The project, in conjunction with OHCS Low Income Housing Tax Credits, will provide acquisition and construction of new multi-family affordable housing.
	Target Date	12/30/2024
	Estimate the number and type of families that will benefit from the proposed activities	184 apartments, low to moderate income households
	Location Description	5205 Battle Creek Road SE, Salem, Oregon
	Planned Activities	This project consists of the acquisition and construction of 184 apartments. The City is allocating \$5,000 project delivery.
7	Project Name	Seed of Faith - Transitional Housing Rehab
	Target Area	Salem Citywide
	Goals Supported	Support Efforts to End Homelessness
	Needs Addressed	Public Facilities

	Funding	CDBG: \$450,000
	Description	The project, in conjunction with previous funding, will be used to rehab a 30,000 sq ft building complex to provide transitional housing, food pantry, and supportive services.
	Target Date	6/30/2023
	Estimate the number and type of families that will benefit from the proposed activities	100, homeless and persons at risk of homelessness
	Location Description	Medical Drive NE, Salem
	Planned Activities	Rehab roof, heating, lighting, flooring, interior renovation, building maintenance, and a sprinkler system.
8	Project Name	Marion Polk Foodshare Youth Job Development
	Target Area	Salem Citywide
	Goals Supported	Support Efforts to End Homelessness
	Needs Addressed	Homelessness
	Funding	CDBG: \$15,000
	Description	Youth will work at the MPFS garden and learn hands on leadership training, sustainable agriculture instruction, food justice engagement and work experience.
	Target Date	
	Estimate the number and type of families that will benefit from the proposed activities	25, low to moderate income households will receive fresh fruits and vegetables.
	Location Description	4320 Winema Place NE Salem (Chemeketa College Campus)
	Planned Activities	This project consists of youth leadership and sustainable agriculture for 15 teens.
9	Project Name	HOME Admin 2022
	Target Area	Salem Citywide
	Goals Supported	Program Administration
	Needs Addressed	Homelessness Low-to-Moderate Income Housing Special Needs Populations Public Facilities Economic Development

	Funding	HOME: \$99,907
	Description	HOME Admin costs
	Target Date	6/30/2023
	Estimate the number and type of families that will benefit from the proposed activities	N/A
	Location Description	City of Salem Urban Development Department, 350 Commercial Street NE, Salem 97301
	Planned Activities	Administrative activities by COS staff.
10	Project Name	MWVCAA -TBRA 2022 Allocation
	Target Area	Salem Citywide
	Goals Supported	Support Efforts to End Homelessness
	Needs Addressed	Homelessness
	Funding	HOME: \$300,000
	Description	This project will provide Tenant-Based Rental Assistance for up to 30 households.
	Target Date	6/30/2023
	Estimate the number and type of families that will benefit from the proposed activities	30 homeless individuals
	Location Description	615 Commercial St NE, Salem, OR 97301
	Planned Activities	This project will provide Tenant-Based Rental Assistance for up to 30 households.
11	Project Name	St. Francis Shelter TBRA
	Target Area	Salem Citywide
	Goals Supported	Support Efforts to End Homelessness
	Needs Addressed	Homelessness
	Funding	HOME: \$140,000
	Description	This program will provide TBRA voucher assistance for rent for approximately 14 households.
	Target Date	6/30/2023

	Estimate the number and type of families that will benefit from the proposed activities	18 households
	Location Description	1822 Berry Street, Salem, OR
	Planned Activities	This project will provide Tenant-Based Rental Assistance to 18 households.
12	Project Name	Applegate Landing – New Construction 2022 Allocation
	Target Area	Salem Citywide-Canceled
	Goals Supported	Expand Affordable Housing
	Needs Addressed	Low-to-Moderate Income Housing
	Funding	HOME: \$600,000
	Description	Applegate Landing will be constructing a 48-unit veteran focused affordable housing apartment complex.
	Target Date	6/30/2024
	Estimate the number and type of families that will benefit from the proposed activities	48 units designed for veterans.
	Location Description	West Salem, OR
	Planned Activities	Construction of 48 units of affordable housing.
13	Project Name	DevNW (CHDO) - Phase II McLeay Road SFH Construction
	Target Area	Salem Citywide
	Goals Supported	Expand Affordable Housing
	Needs Addressed	Low-to-Moderate Income Housing
	Funding	HOME: \$655,000
	Description	DevNW will be constructing 11 new affordable housing units which will provide an affordable homeownership to 24 families. DevNW is also a CHDO using the CHDO set-aside.
	Target Date	6/30/2024
	Estimate the number and type of families that will benefit from the proposed activities	24 moderate income families
	Location Description	5045 MacLeay Rd SE, Salem, Oregon 97317

	Planned Activities	The project, in conjunction with previous funding, will provide acquisition and construction of up to 24 new construction of single-family affordable housing. The City is allocating \$5,000 project delivery.
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AP-50 Geographic Distribution – 91.220(f)

Description of the geographic areas of the entitlement (including areas of low-income and minority concentration) where assistance will be directed

For PY 2022-2023 the proposed CDBG projects are targeted throughout Salem. Due to the nature of some of the projects and programs, a specific location cannot be pinpointed at this time. For those projects' location is dependent on client selection.

The CHDO project is in a census tract that 10.51% of the resident household income is below the poverty level. The Applegate and CDP projects are in areas of primary middle to upper income households. In compliance with the Fair Housing Act, Salem attempts to avoid undue concentrations of affordable housing development within areas of low income or minority concentrations. The Plan promotes housing choices throughout Salem for very low and low-moderate income individuals, and families, especially near employment, shopping, and supportive services.

All clients or tenants assisted must be income eligible and are selected on a first come, first served basis. Residents may apply for program assistance directly through the sub-recipient/recipient. The level of assistance provided, and terms of assistance provided are dependent on client needs, funds available, and program guidelines.

Geographic Distribution

Target Area	Percentage of Funds
Central Salem	
Salem Citywide	100
Keizer	

Table 8 - Geographic Distribution

Rationale for the priorities for allocating investments geographically

Through the City of Salem's application process, the focus is on adding affordable housing projects that integrate neighborhoods racially, ethnically, and economically. In addition, the city will target neighborhood investments that affirmatively further fair housing choice by increasing the number of non-housing investments that bolster the desirability of distressed neighborhoods with additional community amenities, public investments, and economic opportunities. To balance any unintentional housing cost increases, because of capital investments, the City is committed to promoting housing affordability and preservation efforts to keep residents in their homes as nearby property values and/or rents rise in their neighborhoods.

Discussion

The percentages listed above only represent a desire to fund projects that will be located within the

target areas. The geographic distribution of funds for funded projects involving activities such as TBRA, rent assistance, utility assistance and other public services, where the location of services will vary during the year, will be included in the Consolidated Annual Performance and Evaluation Report (CAPER) due to HUD in September 2023.

Affordable Housing

AP-55 Affordable Housing – 91.220(g)

Introduction

The 2020-2024 Consolidated Plan Needs Assessment prioritized developing affordable housing as a priority.

The project/program goals described in the 2022 Annual Action Plan will target the homeless, non-homeless, and special needs households in the tables below. These goals provide affordable housing through rehabilitation of existing affordable housing, new construction of affordable housing units, and rental assistance. All projects will target extremely low-income to moderate-income households.

One Year Goals for the Number of Households to be Supported	
Homeless	48
Non-Homeless	276
Special-Needs	12
Total	336

Table 9 - One Year Goals for Affordable Housing by Support Requirement

One Year Goals for the Number of Households Supported Through	
Rental Assistance	48
The Production of New Units	228 276
Rehab of Existing Units	12
Acquisition of Existing Units	0
Total	336

Table 10 - One Year Goals for Affordable Housing by Support Type

Discussion

The numbers above represent the funding provided through the HOME and CDBG programs for rehabilitation of affordable housing units, construction of new affordable housing, and tenant-based rental assistance. These numbers do not reflect the additional funding through HOME ARP.

AP-60 Public Housing – 91.220(h)

Introduction

The Housing Authority of the City of Salem (SHA) owns and operates public housing units for families, seniors and persons with disabilities under the HUD Public Housing Program. HUD funds annual operating subsidies for Public Housing, as well as a Capital Fund Grant for capital improvements of the housing stock and management systems.

The quasi-governmental entity also own non-federal, affordable housing units to meet needs of persons of low to moderate income. Over the next two years, SHA, will develop additional units of affordable housing to meet community needs. SHA administers and have approved project-based vouchers for several new construction developments.

SHA is under the umbrella of the City's Urban Development Department. This is the same City Department supporting the CDBG, HOME, Opportunity Zone and Urban Renewal Area (URA) resources.

Actions planned during the next year to address the needs to public housing

SHA is currently revitalizing the public housing portfolio by participating in the Rental Assistance Demonstration Program (RAD). This national competitive initiative allows Public Housing properties to convert to long-term Section 8 rental assistance contracts. RAD is a central part of HUD's rental housing preservation strategy, which works to safeguard the long-term affordability of publicly subsidized properties by promoting capital improvements and cost saving efficiencies.

Actions to encourage public housing residents to become more involved in management and participate in homeownership

SHA has a Central Resident Council/Resident Advisory Board that meets several times a year to review the annual Public Housing Authority (PHA) Plan, as well as other topics including how to use resident participation funds. SHA solicits resident input on the capital needs assessment each year, and alerts tenants of potential policy changes to allow opportunity for tenant comment. The bylaws of both the SHA Commission and the Housing Advisory Committee (HAC) require at least one tenant serve on the Commission. All tenants are always welcome to attend meetings without serving on the Committee or Commission. A resident advisory board is comprised of tenants who review the Family Self-Sufficiency Program Action Plan and review any proposed changes. Tenants are sent newsletters and other correspondence to ensure awareness of SHA activities and are encouraged to provide feedback to staff. All tenants are given a 30-60-day period to comment on updated utility allowances, changes made to

the security deposits, updates to maintenance charges, modifications to the Admissions and Continued Occupancy Policy, as well as revisions to leases and addendums or other items that could directly affect them. Housing Commission and HAC meetings are open to the public with meeting details included on the City of Salem's Meetings of Interest website.

If the PHA is designated as troubled, describe the manner in which financial assistance will be provided or other assistance

The Salem Housing Authority's SEMAP and PHAS scores are not reflective of a HUD designated troubled PHA.

Discussion

SHA provides a number of services and programs that are intended to address the needs of its residents, including programs that support education, employment, leadership development, and homeownership.

AP-65 Homeless and Other Special Needs Activities – 91.220(i)

Introduction

Reducing homelessness, ending chronic homelessness, providing temporary emergency services, diverting persons from shelter into stable housing and shortening shelter stays, and rapidly connecting to permanent housing for persons who fall into homelessness are the policy and programmatic priorities of Salem and Keizer. We will continue participation in the Mid-Willamette Valley Homeless Alliance (MWWHA) (Marion and Polk County Continuum of Care) and will implement the actions and activities outlined in the City of Salem Strategic Plan, MWWHA Strategic Plan and strategies as written in the approved Consolidated Plan.

These objectives are being advanced through a coordinated care approach with the following components:

1. Ongoing outreach and assessment of persons who are homeless.
2. Helping to meet emergency shelter needs of homeless persons and individuals with special needs.
3. Providing prevention services to individuals and families with low-income, especially those with extremely low incomes.
4. Strengthening existing partnerships and developing new collaborations with private and not-for-profit agencies.

Describe the jurisdictions one-year goals and actions for reducing and ending homelessness including

Reaching out to homeless persons (especially unsheltered persons) and assessing their individual needs

During 2022 PY, the jurisdiction will take a multipronged approach to reducing and ending homelessness, the goals include:

- Prevent people from becoming homeless.
- Expand housing opportunities.
- Consistent street outreach to provide services and information to unsheltered persons (food, clothes, pet resources, etc.), connect individuals with emergency shelter and/or housing options and provide urgent non-facility-based care to unsheltered homeless people who are unwilling or

- unable to access emergency shelter, housing, or an appropriate health facility.
- Increase childcare opportunities.

Addressing the emergency shelter and transitional housing needs of homeless persons

Emergency shelters play a critical role in providing basic needs (food, clothing, and shelter) for those who are homeless, and the City will continue to fund emergency shelter services. The 2021 AAP set forth resources to assist with overnight shelter services. This AAP provide resources for transitional housing operated by Seed of Faith Ministries. It is important to note that the goal of transitional housing is to move individuals and families from street to temporary shelter and successful placement into appropriate permanent housing solutions.

Helping homeless persons (especially chronically homeless individuals and families, families with children, veterans and their families, and unaccompanied youth) make the transition to permanent housing and independent living, including shortening the period of time that individuals and families experience homelessness, facilitating access for homeless individuals and families to affordable housing units, and preventing individuals and families who were recently homeless from becoming homeless again

The focus of services in the city is to help homeless persons (especially chronically homeless individuals and families, families with children, veterans and their families, and unaccompanied youth) make the transition to permanent housing and independent living. Coordinated entry and objective assessment are the keys to the housing first process. It recognizes that not everyone who is at-risk or experiencing homelessness have the same level of need. Through coordinated entry, the “front doors” have established protocol for prevention and diversion. The goal is to keep people at- risk of homelessness in housing and wrap support services so they can maintain housing. If an individual is homeless, emergency shelter and support services will be provided, and their needs will be assessed. The agencies use the Vulnerability Index – Service Prioritization Decision Assistance Tool to help determine the appropriate housing solution based on the person’s experience across multiple domains: homelessness history, emergency service risk, social supports and risks, and general health. The higher the score, the less likely an individual is to survive homelessness for any length of time. Much like the triage function in a hospital emergency room, vulnerability assessment prioritizes individuals/families, such that those in the greatest need receive care first and with the most intense services. Therefore, the level of vulnerability is matched with the appropriate level of intervention with the goal of getting individuals and families into housing as quickly as possible.

Based on their vulnerability score, low, medium, or high vulnerability, an individual/family are prioritized into categories with corresponding solutions. Effective housing solutions will (i) provide permanent supportive housing for those whose afflictions and circumstances mean they are highly vulnerable, and

likely to remain homeless without assistance; or (ii) provide rapid rehousing and applicable services for those who are likely to quickly exit homelessness after a short-term period to reestablish housing stability. Both elements are cornerstones of the federal government's Housing First programmatic strategy. Individuals determined to have low vulnerability are most likely to have a onetime episode of homelessness from which they will recover quickly, and with very limited community resources.

The coordinated entry impact measures set by the Mid-Willamette Housing Alliance (CoC). HMIS is used to collect data so that systems wide performance can be evaluated. Length of stay, successful placement to permanent housing and recidivism are areas that will be evaluated and adjustments to coordinated entry will be made in order to facilitate individuals and families to make the transition from homelessness to permanent housing.

Helping low-income individuals and families avoid becoming homeless, especially extremely low-income individuals and families and those who are: being discharged from publicly funded institutions and systems of care (such as health care facilities, mental health facilities, foster care and other youth facilities, and corrections programs and institutions); or, receiving assistance from public or private agencies that address housing, health, social services, employment, education, or youth needs.

The city will continue to work with the CoC and other partners to address helping low- income individuals and families avoid becoming homeless. The CoC includes a broad-base partnership that can better address systems issues such as how policies of private and publicly funded institutions, medical facilities, mental health facilities, foster care, corrections, etc. impact homelessness.

The goals set forth in our Annual Action Plan are to assist individuals with prevention services and provide temporary and permanent housing. The City will continue to partner with public and private agencies to provide referral and support assistance to address housing, health, social services, legal, employment, education, or youth needs. Through this approach we will be able help low-income individuals and families avoid becoming homeless and reach the prescribed goals.

Discussion

As described above, the City anticipates a continued effort to prevent and eliminate homelessness. The issue of homelessness will be addressed through multiple programs with a focus on ending and preventing homelessness.

AP-75 Barriers to affordable housing – 91.220(j)

Introduction:

The most recent Housing and Community Development Needs survey found that the greatest barriers to the development or preservation of affordable housing in Salem were a “Not in My Backyard (NIMBY) mentality (75 responses), the cost of land (57 responses), a lack of affordable housing development policies (57 responses), and the cost of materials (45 responses).

Actions it planned to remove or ameliorate the negative effects of public policies that serve as barriers to affordable housing such as land use controls, tax policies affecting land, zoning ordinances, building codes, fees and charges, growth limitations, and policies affecting the return on residential investment

The city is addressing barriers to affordable housing through:

- The prioritization of addressing homelessness and housing development as a City Strategic Plan goal.
- Revising the multifamily housing standards and policies.
- Granting System Development Charges (SDC) waivers for non-profit affordable housing developments using HOME/CDBG funding.
- Providing property tax exemption for non-profits operating low-income housing.
- Advocating with and educating Federal and State partners about affordable housing needs in Salem.
- Approving code amendments to allow additional, smaller residences on the same property as a single-family home.
- Continuing to update Community Plans, which are components of the City’s Comprehensive Plan, and which specify the location & density of proposed residential development; and
- Providing technical assistance with completing tax credit or foundation funding applications.

Discussion:

The Analysis of Impediments to Fair Housing Choice, completed in 2019, summarizes barriers to affordable housing. The report is available at <https://www.cityofsalem.net/home/showpublisheddocument/376/637782909091430000>

The community survey found that the greatest barriers to the development or preservation of affordable housing in Salem were a “Not in My Backyard (NIMBY) mentality (75 responses), the cost of land (57 responses), a lack of affordable housing development policies (57 responses), and the cost of materials (45 responses).

AP-85 Other Actions – 91.220(k)

Introduction:

This section will outline other actions the City has planned to address the needs of underserved populations, fostering and maintaining affordable housing, reduction of lead-based paint hazards, reduction in the number of poverty-level families, development of institutional structure, and coordinated efforts.

Actions planned to address obstacles to meeting underserved needs

Housing affordability encompasses a large number of eligible activities under both the CDBG and HOME formula grant programs. These activities include the production of new housing units, rehabilitation of existing housing units, preservation of housing, and rental assistance for tenants. To ensure effective use of affordable housing funds, local market characteristics and the potential to leverage other sources of funds must be considered.

All the actions taken by the City in the management of HOME and CDBG funds are completed within program guidelines and address one or more goals identified in the Consolidated Plan.

Actions planned to foster and maintain affordable housing

The first priority for the city is to increase affordable housing. CDBG and HOME funds several projects t

that are in the development/redevelopment pipeline. Projects include:

Rehabilitation Projects:

Salem Housing Authority: Yaquina Hall and Southfair Apartments

IS Living: Fisher and Sizemore Apartments

Westcare: Westcare Housing for Veterans

DevNW: Evergreen Church Adaptive Use

New Construction:

Salem Housing Authority: Sequoia

CDP LLC: Gateway Apartments

~~Applegate Landing LLC: Applegate Apartments~~ **Canceled**

DevNW: MacLeay Community Land Trust Single Family Homeownership

Actions planned to reduce lead-based paint hazards

According to the Code of Federal Regulations (CFR) 24 part 35, any housing rehabilitation project involving housing constructed before 1978, and receiving \$5,000 or more in Federal funds, shall be tested for lead-based paint. All projects meeting those parameters with identified lead-based paint hazards are to be mitigated or abated. City policy is to abate all reported lead-based paint with levels exceeding the acceptable limits. Additional staff training will also take place.

Actions planned to reduce the number of poverty-level families

Based on the Consolidated Plan's Needs Assessment and available resources for program year 2022-2023, the city will allocate available resources (CDBG and HOME) to support public service programs for the benefit of low to moderate-income residents. The city will also expand and create new partnerships with service providers and community-based organizations to provide community enrichment programming, affordable housing, case management services, and focus on self-sufficiency.

These actions will be achieved by:

- Creating new affordable housing by leveraging limited funding resources with private, federal,

- and state governmental subsidies and grants;
- Allocating 15 percent of CDBG entitlement funds for public services; and
- Funding case management services for homeless individuals / families and those at risk of becoming homeless.

Actions planned to develop institutional structure

The City will proactively work with non-profit agencies, for-profit developers, quasi-public entities, advocacy groups, and clubs, and organizations, neighborhood associations, City departments and with the private sector to implement the City's Strategic Plan and the Consolidated Plan. Engaging the community and partners in the delivery of services and programs for the benefit of low to moderate residents will be vital in the overcoming gaps in service delivery.

The single most significant impediment in the delivery system remains the lack of available funding to support community development, economic development, and affordable housing projects. The City of Salem is trying to address this gap via more strategic targeting, data driven decision-making, and leveraging of resources.

Actions planned to enhance coordination between public and private housing and social service agencies

In an ongoing effort to bridge the gap of various programs and activities, the city has developed partnerships and collaborations with local service providers and City departments that have been instrumental in meeting the needs and demands of the homeless, low-income individuals and families, and other special needs. The city will continue to expand on developing partnerships with public service organizations throughout FY 2022-2023.

Discussion:

The City of Salem identified opportunities for developing additional affordable housing.

Staff will continue to monitor development opportunities in the area, changes in the market, outreach to the development community to identify potential opportunities and partnerships.

Program Specific Requirements

AP-90 Program Specific Requirements – 91.220(I)(1,2,4)

Introduction:

The City's overall benefit of CDBG funds covered by this AAP is three. The specific years are 2021, 2022 and 2023.

Community Development Block Grant Program (CDBG)

Reference 24 CFR 91.220(I)(1)

Projects planned with all CDBG funds expected to be available during the year are identified in the Projects Table. The following identifies program income that is available for use that is included in projects to be carried out.

1. The total amount of program income that will have been received before the start of the next program year and that has not yet been reprogrammed	0
2. The amount of proceeds from section 108 loan guarantees that will be used during the year to address the priority needs and specific objectives identified in the grantee's strategic plan.	0
3. The amount of surplus funds from urban renewal settlements	0
4. The amount of any grant funds returned to the line of credit for which the planned use has not been included in a prior statement or plan	0
5. The amount of income from float-funded activities	0
Total Program Income:	0

Other CDBG Requirements

1. The amount of urgent need activities	0
2. The estimated percentage of CDBG funds that will be used for activities that benefit persons of low and moderate income. Overall Benefit - A consecutive period of one, two or three years may be used to determine that a minimum overall benefit of 70% of CDBG funds is used to benefit persons of low and moderate income. Specify the years covered that include this Annual Action Plan.	70.00%

HOME Investment Partnership Program (HOME)

Reference 24 CFR 91.220(I)(2)

1. A description of other forms of investment being used beyond those identified in Section 92.205 is as follows:

The HOME funds allocated are not being utilized for any forms of investments beyond those

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identified in Section 92.205.

2. A description of the guidelines that will be used for resale or recapture of HOME funds when used for homebuyer activities as required in 92.254, is as follows:

For down payment assistance and homebuyer activities that incorporate a direct benefit to the homebuyer (i.e. down payment assistance, closing cost, interest subsidies, or other HOME assistance provided directly to the homebuyer which can additionally include the amount of assistance that reduced the purchase price from fair market value (appraised value) to an affordable price), the City will follow the recapture provisions as mandated by 24 CFR 92.254 (a) (5)(ii)(A)(2). A Trust Deed will be executed between the City or sub recipient and the homeowner and recorded in the office of the Marion County or Polk County Recorder's office depending on the location of the property. Assistance will be provided in the form of a deferred loan, which will be deferred until the sale, refinance and/or transfer of the property. If HOME funds are used for the cost of developing a property and the unit is sold below fair market value, the difference between the fair market value and the purchase price is directly attributable to the HOME subsidy.

- Home Investment under \$15,000 has a 5-year affordability period.
- HOME Investment \$15,000-\$40,000 has a 10-year affordability period.
- HOME Investment over \$40,000 has a 15-year affordability period.

The City will recapture an amount that does not exceed the net sale proceeds from the sale of the property. In effect, the City will recapture the amount that is still outstanding (based on the remaining balance due on the loan including any interest incurred), however, not in an amount that is greater than the net sale proceeds. If the net proceeds are sufficient, the borrower shall repay to the City the full HOME subsidy plus interest, which is outlined in the promissory note. Should the net proceeds be insufficient to repay, the city will opt to forgive the difference. In the event only a development subsidy is provided to a home, or the property has multiple funding sources (providing homebuyer and/or development subsidy) and the other funding sources are more restrictive, the City will utilize resale provisions in these instances. The property must be resold to an income eligible household making less than or equal to 80% AMI. The homeowner will be allowed to base the sales price of the home on the original cost of the home inflated by the consumer price index, reflecting the sales price cap. The new owner's principal, interest, taxes, and insurance (PITI) will not exceed 30% of the homebuyer's gross wages. This will allow for a reasonable range of homebuyers to afford the property.

The PJ is currently enforcing recapture/resale provisions for projects covered under previous plans;

however, the City of Salem is not carrying out homebuyer assistance with the 2022 allocation.

For owner-occupied rehabilitation projects, the after-rehab value will not exceed the HUD Homeownership Sales Price Limits. After-rehab value is established by utilizing the assessed value and adding the cost of rehabilitation of the home.

3. A description of the guidelines for resale or recapture that ensures the affordability of units acquired with HOME funds See 24 CFR 92.254(a)(4) are as follows:

For homebuyer projects, the above-mentioned recapture provisions apply. As required by HOME funding, all rental units acquired with HOME funding will be subject to resale provisions to ensure the affordability of the units. The same per unit funding amounts apply to the affordability period of the rental units unless it is new construction. Under new construction, regardless of the amount of funding provided, the affordability period will be 20 years. Rental project affordability period is also secured through an agreement, covenant, note, and trust deed.

4. Plans for using HOME funds to refinance existing debt secured by multifamily housing that is rehabilitated with HOME funds along with a description of the refinancing guidelines required that will be used under 24 CFR 92.206(b), are as follows:

There are no projects being refinanced with HOME funding scheduled for this plan year.

TO BE ADDED

