



DRAFT

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, 2024, and ending June 30, 2025 (City of Salem Fiscal Year 2025). This is the fifth year of activities designed to address community needs described in the 2020-2024 Consolidated Plan.

A total of approximately \$2.3 million in entitlement and estimated program income is proposed for allocation to for profit and nonprofit partners. For PY 2024 this estimate includes program income, actual entitlement award, reallocation of funds from canceled projects and past unallocated resources.

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 city's low- and moderate-income residents, and economic opportunities for low moderate-income residents. The City strives 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 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/community/household/financial-assistance-grants/apply-for-federal-grants>

Or: <https://www.hudexchange.info/programs/consolidated-plan/con-plans-aaps-capers/>

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 past, current and on-going, to meet the goals:

- Marion and Polk Food Share-Meals on Wheels
 - Food procurement Staff costs
- Marion and Polk Food Share-Youth farm
 - Staff costs
- Center for Hope and Safety
 - Hotline services Case management
- Northwest Human Services-Youth
 - Case management Hotline services
- St. Francis Shelter
 - Case Management TBRA- housing voucher
- Women at the Well
 - Case management
- Yaquina Hall Rehabilitation- affordable housing development
- Sequoia Crossings Affordable housing development
- Applegate Landing LLC Applegate Terrace Apartments-affordable housing development
- Gateway Mahonia Crossing- affordable housing development
- Integrated Supports for Living Rehabilitation- affordable housing
- Seed of Faith Building rehabilitation and upgrade
- Mid-Willamette Valley Community Actions Agency Wallace Early Learning Center- Rehabilitation for Head Start Program TBRA- housing voucher
- Polk CDC Individual home rehabilitation
- Dev NW-CHDO
- Operating costs Cottage Apartments- affordable housing development Macleay property acquisition- affordable housing development

4. Summary of Citizen Participation Process and consultation process

Summary from citizen participation section of plan.

The Citizen Participation Plan (CPP) provides for, and encourages, citizens to participate in the planning, development, implementation, and evaluation of proposed plans and programs. The 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 are available to 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*** <https://www.cityofsalem.net/home/showpublisheddocument/5142/637969534610430000>, and the ***2022 Community Satisfaction Survey*** provide examples of citizen participation in the development of this plan. Since 2016, the city has with intentionality, garnered public input through an annual Community Satisfaction Survey. The survey informs citywide policies, plans and budget. The 2022 Community Satisfaction Survey <https://www.cityofsalem.net/home/showpublisheddocument/17938/638042855999540623> identified homelessness as the top concern, at 57%, for Salem residents. Addressing homelessness is a goal in the Consolidated Plan.

Public meetings are held at times convenient to potential and actual beneficiaries in locations that meet American with Disabilities Act (ADA) accessibility standards. 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 an interpreter for non-English speaking residents.

The Salem City Council in-person meetings are in the City Council Chambers at the Salem Civic Center, 555 Liberty Street SE, second floor. Citizens have the option to participate remotely or in person.

This draft AAP was publicized and made available for public comment for a 30-day public comment period beginning March 22, 2024. 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 22, 2024. The public hearing was advertised in the legal section of a newspaper of general circulation and 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. Comment will be attached as an addendum to the final document.

5. Summary of public comments

Comments from the public will be reviewed and considered. Comments and responses will be attached as an addendum to the final document.

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

All comments from the public will be reviewed and considered. Comments and responses will be attached as an addendum to the final document.

7. Summary

The City of Salem will coordinate Annual Action Plan funds with other community initiatives and funding sources including; 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.

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		Community Planning and Development Department
HOPWA Administrator			
HOME Administrator	SALEM		Community Planning and Development Department
HOPWA-C Administrator			

Table 1 – Responsible Agencies

Narrative (optional)

The City's Federal Programs activity is within the Community Planning and Development Department's Financial Services. Two 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 and HOME 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

Community Planning and 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 fedprograms@cityofsalem.net 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/community/household/financial-assistance-grants/apply-for-federal-grants>

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

1. Introduction

Outreach was made 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 informed to the development of this year's AAP.

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(l))

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 Public Housing Authority (PHAs) in the development and sustaining of public housing assets. As the responsible entity, the City conducts environmental reviews, reviews each PHAs five-year plan and coordinate housing activities to meet community needs. The Community Planning and Development Director is the Department Director of SHA. The Housing Administrator at SHA is part of the Community Planning and Development Department management team and meets bi-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 monitors projects that received City of Salem federal funds. These projects could also include State of Oregon funding. This coordination of projects 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.

Many of the partners are members of the COC, Continuum of Care. Kaiser Permanente and Salem Health are partners in CDBG/HOME funded programs through the COC collaboration and bring health and homelessness efforts together.

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 Chris Hoy and Councilor Deanna Gwyn. 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 monthly meeting activities.

In July 2021 the CoC adopted a strategic plan. The plan included an increase in all types of housing opportunities, systems alignments to improve service delivery and address mental health assistance. The plan can be found: <https://mwvhomelessalliance.org/wp-content/uploads/2021/07/MWVHA-Strategic-Plan-FINAL-BOARD-APPROVED-7.8.21-1-1.pdf>. Some of the efforts overlap needs in the 2020-2024 Consolidated Plan and are being addressed in this AAP.

Several past and current City funded agencies have projects that are active and are members of the CoC. They include:

Organization	CDBG/HOME Program Name
• Northwest Human Services	Youth case management
• Salem Housing Authority	Expand Affordable Housing
• St. Francis Shelter Families	TBRA, case management and Transitional Housing for Homeless
• Center for Hope and Safety	Hotline and case management
• ARCHES/MWVCAA	TBRA
• WestCare/VETcare	CDBG rehabilitation

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 Homeless Management Information System (HMIS) data sharing with **past** and current HOME/CDBG funds 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	Youth Homeless 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

(see table)

Table 2 – Agencies, groups, organizations who participated

1	Agency/Group/Organization	Northwest Human Services
	Agency/Group/Organization Type	Services - Housing Services-Children Services-Persons with Disabilities Services-homeless Services-Education
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Homeless Needs - Chronically homeless Homeless Needs - Families with children 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?	Resources for public services, crisis hotline and mental health hotline. The HOST program provides homeless case management services to youth.
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 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?	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 just completed development of two LMI properties, Yaquina and Sequoia.
3	Agency/Group/Organization	St. Francis Shelter
	Agency/Group/Organization Type	Services - Housing Services-Children
	What section of the Plan was addressed by Consultation?	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 diligently assigning tenant based rental assistance (TBRA) to eligible families, past funds and newly awarded CDBG for case management.
4	Agency/Group/Organization	Center for Hope and Safety
	Agency/Group/Organization Type	Services - Housing Services-Children Services-Victims of Domestic Violence
	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 and hotline services that will be provided to victims of domestic violence, human trafficking, and stalking. Resources regarding expansion of affordable housing was also awarded previous years and construction will be completed by summer of 2024.
5	Agency/Group/Organization	DevNW (Corvallis Neighborhood Housing Services)
	Agency/Group/Organization Type	Housing Community Housing Development Organization
	What section of the Plan was addressed by Consultation?	Homelessness Strategy Economic Development Anti-poverty Strategy Affordable housing
	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. Past award for new building, rehabilitation and for down payment assistance will be available. Is the current CHDO for Salem. One project due for completion winter of 2024 and started new single family units spring of 2024, anticipated by end of 2025.
6	Agency/Group/Organization	Mid-Willamette Valley Homeless Alliance
	Agency/Group/Organization Type	Regional organization Planning organization Continuum of Care

	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 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?	The City leadership attends monthly governing body meetings. During the meetings, information is shared, and action taken. Federal Programs staff participate in CoC meetings and provide input.
7	Agency/Group/Organization	Mid-Willamette Community Action Agency
	Agency/Group/Organization Type	Housing Services - Housing Services-Children Services-Elderly Persons Services-Persons with Disabilities Services-Persons with HIV/AIDS Services-Victims of Domestic Violence Services-homeless Services-Health Services-Education Services-Employment Services - Victims Regional organization

	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 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?	They continue to award previous years of TBRA funds and completion of rehab work on the Wallace Learning Center, a new Head Start location in West Salem.
8	Agency/Group/Organization	Family YMCA of Marion and Polk County
	Agency/Group/Organization Type	Services - Housing Services-Children Services-Elderly Persons Services-Persons with Disabilities Services-Health Services-Education
	What section of the Plan was addressed by Consultation?	Homelessness Needs - Veterans
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	The Family YMCA of Marion and Polk Counties provide programs to the community that build healthy spirits, minds, and bodies for all, since 1892. The Salem location recently opened housing for veterans. Consulted regarding a new youth education program.

9	Agency/Group/Organization	WestCare Oregon, Inc.
	Agency/Group/Organization Type	Services - Housing Services-Elderly Persons Services-Persons with Disabilities Services-homeless
	What section of the Plan was addressed by Consultation?	Homelessness Needs - Veterans
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	Operates as a 30-bed facility that helps Veterans in Marion and Polk Counties who are experiencing homelessness. Located at the same facility is our Critical Time Intervention (CTI) program. Our CTI program connects Veterans with VA and community resources that will ensure a continuity of care, stability, and social integration. Building needs improvements for flooring and HVAC for comfort of those living in the facility.

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 other new interested partners were consulted during this AAP process. Many opted to not apply for funds or were not able to meet federal compliance requirements, therefore, not awarded. Staff will continue to educate, encourage, and provide technical assistance to agencies during annual outreach.

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	Mid-Willamette Homeless Alliance	The Mid-Willamette Homeless Initiative Strategic Plan contains a shared vision with a regional approach. As the City of Salem was actively engaged in the Initiative, the City will work collaboratively with the other partners in the Initiative to move the goals in the strategic plan forward. The strategies address affordable housing, transportation, addictions and mental health, veterans, domestic violence, runaway and homeless youth, and seniors.
Community Economic Development Strategy	Mid-Willamette Council of Governments	The CEDS report contains a shared vision for increased economic opportunities for low to moderate income families. Some of the shared goals include increasing capital for microenterprises, continued development of job creation activities, and increased financial capacity of existing companies to continue adding living wage jobs.
City of Salem Climate Action Plan	City of Salem	Housing near public transportation network, healthy local food system, protection of natural resources and accessible and affordable resources for all residents.
Statewide Housing Plan	Oregon Housing and Community Services	The plan includes reliable data that will allow decision makers to consider impacts and alternatives to funding affordable housing. 2024-The plan articulates the extent of Oregon's housing problem and what we can do to address it. OHCS committed to the Housing Stability Council and our stakeholders that the plan will be responsive to the needs of the state.
Our Salem: Planning for Growth	City of Salem	Updates to the Comprehensive Plan which guides development in Salem https://www.cityofsalem.net/government/shaping-salem-s-future/our-salem-planning-for-growth

Table 3 – Other local / regional / federal planning efforts

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) provides for and encourages public participation and consultation, emphasizing involvement by residents and the organizations and agencies that serve low and moderate income (LMI) persons in the planning and implementation of community development and housing programs. The CPP establishes the policies and procedures by which citizens of the City 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.

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)
1	Internet Outreach	Non-targeted/broad community City Council, City Departments, Neighborhood Associations, Current/Past Subrecipients, General Public	On March 19, 2024, a public notice was emailed to stakeholders. The notice was also posted to the City's website, Facebook Page, Instagram, Linked-In, YouTube and Twitter.	Inquiries regarding the process and eligible activities from potential applicants will be responded to	Not Applicable	https://www.cityofsalem.net/community/household/financial-assistance-grants/apply-for-federal-grants

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)
2	Press release	Non-targeted/broad community Local media outlets	Press notification was disseminated by the City's Communications Team and included minority publications.	Not Applicable	Not Applicable	https://www.cityofsalem.net/Home/Components/News/News/443/15
3	Virtual / Internet	Non-targeted/broad community	Three virtual application workshops were held to assist potential applicants and answer questions regarding priorities and process. Oct. 9, 2023, Oct. 12, 2023, Nov. 11, 2023	Individual organizations reached out for one-on-one consultations	Consultations were held with Federal Programs staff	

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. Postings were printed and available at the Library and the Center for 50+ and at the Community and Planning Department-Urban	Comments received were reviewed and responded to- see attachments	There were no comments not accepted	
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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)
			Development office.			
5	Public Hearing	Non-targeted/broad community	Public Hearing scheduled for April 22, 2024.	Comments received during the Public Hearing were summarized and included as attachments.	All comments were received and responded to.	
6	Public Meeting	Minorities Non-English Speaking - Specify other language: Spanish and ASL multi-cultural events	Agencies asked questions for application process or had one to one consultation	Public Hearing schedule for April 22, 2024.No comments regarding the opening of the application portal and eligible activities.	Not applicable	

Table 4 – Citizen Participation Outreach

Expected Resources

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

Introduction

Congress approved the Federal Fiscal Year (FFY) 2024 budget and for the CDBG/HOME program year the City's allocation is \$0,000,000-to be determined for CDBG and \$000,000-to be determined 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.

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

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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 Program Year 2024 (Year 5 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	1,448,576	150,000	0	1,598,576	2,209,440	Prior year resources include reprogrammed funds from previous program years and anticipated program income

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: \$		
HOME	public - federal	Acquisition Homebuyer assistance Homeowner rehab Multifamily rental new construction Multifamily rental rehab New construction for ownership TBRA	743,055	250,000	0	993,055	1,049,945	Prior year resources include reprogrammed funds from previous program years and anticipated program income

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, infrastructure 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 2025. 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 provided 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 are 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.

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 publicly 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 in 2020 located at 615 Commercial St. N.E. Sited on the land is the building owned by ARCHES, a regional homeless service provider through Mid-Willamette Valley Community Action Agency. Services provided in the building include respite, medical evaluation, mental health counseling, veteran services, daily meals, hygiene, laundry services, housing services and a location for mail.

Using ARPA resources, the City purchased property with a building in July 2021 for the new Salem Navigation Center. It serves Salem's unsheltered people, operating 24 hours a day, seven days a week, as a low-barrier shelter. It features 75 beds and intensive case management to connect people to public benefits, health services and permanent housing.

Discussion

none

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	2024	Homeless	Salem Citywide	Homelessness	CDBG: \$223,160 HOME: \$0	Public service activities other than Low/Moderate Income Housing Benefit: 2275 Persons Assisted
2	Expand Affordable Housing	2020	2024	Affordable Housing	Salem Citywide	Low-to-Moderate Income Housing	HOME: \$600,000	Rental units constructed: 41 Household Housing Unit
3	CHDO Set Aside	2020	2024	Affordable Housing	Salem Citywide	Low-to-Moderate Income Housing	HOME: \$50,000	Other: 1 Other
4	Program Administration	2020	2024	Affordable Housing	Salem Citywide	Homelessness Low-to-Moderate Income Housing	CDBG: \$319,715 HOME: \$89,305	Other: 0 Other
5	Promote Economic Development-cancelled projects	2020	2024	Non-Housing Community Development	Salem Citywide	Economic Development	CDBG: \$34,392	Jobs created/retained: 76 Jobs

Table 6 – Goals Summary

Goal Descriptions

1	Goal Name	Support Efforts to End Homelessness
	Goal Description	Center for Hope and Safety- case management for domestic violence and hotline, staff support \$100,000
2	Goal Name	Expand Affordable Housing
	Goal Description	Development of New affordable housing. Voyager Village- 41 new units
3	Goal Name	CHDO Set Aside
	Goal Description	CHDO operating funds for - Corvallis Neighborhood Housing Services Inc., dba DevNW The \$50,000 in CHDO operating will offset DevNW operating expenses related to MacLeay CLT counseling, home sales, and Down Payment Assistance administration and the Cottage Apartment rehabilitation project.
4	Goal Name	Program Administration
	Goal Description	All indicators and Fair Housing Activities
5	Goal Name	Promote Economic Development- cancelled projects
	Goal Description	Economic development, job retainage

Projects

AP-35 Projects – 91.220(d)

Introduction

Goal Descriptions

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, affordable housing construction and new home buyer down payment assistance. Housing is restricted to households below 80% AMI.

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.

Goal Name

Provide Support for Public Service Programs

Goal Description

This goal aims to increase access to public services in Salem for at-need populations including the elderly, persons with disabilities, persons with substance abuse issues, and individuals or families with housing insecurities.

Goal Name

Provide Support for Economic Development

Goal Description

This goal aims to undertake economic development activities resulting in job creation for low- and moderate-income households.

Goal Name

Enhance Access to Public Facilities

Goal Description

This goal includes construction, modification and or rehabilitation of public facilities in Salem, including increasing access to facilities for special needs and low-income populations.

Goal Name

CHDO operating funds

Goal Description

This goal will account for the 15% percent set-aside for Community Housing Development Organizations (CHDO).

Goal Name

Program Administration

Goal Description

Administrative costs associated with federal programs are allocated 10% (HOME) & 20% (CDBG) percent.

Projects

AP-38 Project Summary

Table 7 - Project Information

Annual Action Plan
2024

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Project Summary Information

No.	Project	Goals Supported	Geographic Areas	Needs Addressed	Funding
1	DevNW: Community Housing Development Organization (CHDO) operating support	Expand Affordable Housing	Salem Citywide - Local Target area	Low-to-Moderate Income Housing	HOM E: \$50,000
	Description	CHDO operating costs for affordable housing projects within City boundary.			
	Target Date for Completion	06/30/2025			
	Estimate the number and type of families that will benefit from the proposed activities (additional information for this discussion may be available on the AP-36 Project Detail screen)	CHDO Operating Support expands the capacity of organizations rather than specific families.			
	Location Description (additional information for this discussion may be available on the AP-36 Project Detail screen)	Consortium wide.			
	Planned Activities (additional information for this discussion may be available on the AP-36 Project Detail screen)	Capacity building and general operating expenditures for local Community Housing Development Organizations to assist with developing housing.			
2	Micronesian Islander Community: Voyagers Village	Expand Affordable Housing	Salem Citywide - Local Target area	Low-to-Moderate Income Housing	HOM E : \$600,000
	Description	The project will add 41 new units for working families who are housing insecure, with limited to no rental and credit history. MIC will be providing culturally specific onsite support services and affordable housing for families and individuals.			
	Target Date for Completion	12/30/2025			
	Estimate the number and type of families that will benefit from the proposed activities	It is estimated 41 low-income families will be assisted with housing stability			

	(additional information for this discussion may be available on the AP-36 Project Detail screen)				
	Location Description (additional information for this discussion may be available on the AP-36 Project Detail screen)	2210-2230 Commercial St. NE Salem, OR 97301			
	Planned Activities (additional information for this discussion may be available on the AP-36 Project Detail screen)	Creation of 41 centrally located affordable housing to residents of Salem in a community that offers a range of unit sizes to house a diverse population.			
3	City of Salem: Land acquisition/infrastructure	Expand Affordable Housing	Salem Citywide - Local Target area		CDBG : \$394,480
	Description	Purchase of land available for approximately 60 affordable housing units and associated cost of infrastructure needs			
	Target Date for Completion	06/30/2025			
	Estimate the number and type of families that will benefit from the proposed activities (additional information for this discussion may be available on the AP-36 Project Detail screen)	Approximately 60 families will benefit from the purchase of property to build affordable housing			
	Location Description (additional information for this discussion may be available on the AP-36 Project Detail screen)	Looking City wide			
	Planned Activities (additional information for this discussion may be available on the AP-36 Project Detail screen)	Acquisition of property to build affordable housing			
4	WestCare: facility upgrade	Support Efforts to End Homelessness	Salem Citywide - Local Target area	Homelessness Special Needs Populations	CDBG : \$400,000

	Description	Facility upgrade including under floor insulation, HVAC systems, generator back up, walk in freezer and refrigerator, window replacement			
	Target Date for Completion	06/30/2025			
	Estimate the number and type of families that will benefit from the proposed activities (additional information for this discussion may be available on the AP-36 Project Detail screen)	This facility has a 30-bed occupancy with shared bathrooms and shower facilities. They propose to serve approximately 116 persons throughout one year.			
	Location Description (additional information for this discussion may be available on the AP-36 Project Detail screen)	Property ID: R347890 Map Tax Lot: 073W25AB90002 Legal Description: COMMUNITY SERVICE CONDOMINIUM, LOT UNIT 2 Zoning: RM2			
	Planned Activities (additional information for this discussion may be available on the AP-36 Project Detail screen)	Facility upgrade: HVAC system, replace windows, replace walk in refrigerator and freezer, add a backup generator, under floor insulation and under floor plumbing needs.			
5	Garten Services: facility upgrade	Promote Economic Development-cancelled projects	Salem Citywide - Local Target area	Economic Development	CDBG : \$34,392
	Description	Facility improvements: Placement of fire doors and fix leaking fire hydrant. These a City code violation that must be fixed in order for Garten to remain open and providing employment at Garten Recycling Fix fire hydrant			
	Target Date for Completion	06/30/2025			
	Estimate the number and type of families that will benefit from the proposed activities (additional information for this discussion may be available on the AP-36 Project Detail screen)	Approximately 76 individuals will receive job training and employment from the facility upgrade and remedy of code violations			
	Location Description (additional information for this discussion may be available on the AP-36 Project Detail screen)	Garten Recycling: 3334 Industrial Way NE Salem, OR 97301			

	Planned Activities (additional information for this discussion may be available on the AP-36 Project Detail screen)	Upgrade and replacement of fire doors to facility, fix leaking fire hydrant			
	St. Francis Shelter: Case management	Support Efforts to End Homelessness	Salem Citywide - Local Target area	Homelessness	CDBG : \$85,000
	Description	Individualized case management for approximately 32 homeless families			
	Target Date for Completion	06/30/2025			
6	Estimate the number and type of families that will benefit from the proposed activities (additional information for this discussion may be available on the AP-36 Project Detail screen)	Approximately 32 homeless families will benefit from homeless case management services, equating approximately 55 persons			
	Location Description (additional information for this discussion may be available on the AP-36 Project Detail screen)	St. Francis Family Housing main campus located at 1820 Berry Street SE Salem OR 97302			
	Planned Activities (additional information for this discussion may be available on the AP-36 Project Detail screen)	Funds will pay for wages and benefits of case managers salary			
	Northwest Human Services-HOST: Case management	Support Efforts to End Homelessness	Salem Citywide - Local Target area		CDBG : \$38,160
	Description	Case management services for homeless youth ages 18-24			
7	Target Date for Completion	06/30/2025			
	Estimate the number and type of families that will benefit from the proposed activities (additional information for this discussion may be available on the AP-36 Project Detail screen)	Approximately 20 youth will be assisted by case management services			

	Location Description (additional information for this discussion may be available on the AP-36 Project Detail screen)	HOST 1143 Liberty St NE Salem, OR 97301			
	Planned Activities (additional information for this discussion may be available on the AP-36 Project Detail screen)	Funds will pay for a HOST skills trainer to expand the skills training curriculum and work collaboratively with the on-site mental health counselor and program staff to further improve positive outcomes of our Transitional Living Program (TLP).			
8	Center for Hope and Safety: Case Management/hotline	Support Efforts to End Homelessness	Salem Citywide - Local Target area	Homelessness	CDBG : \$100,000
	Description	Domestic violence hotline and case management services			
	Target Date for Completion				
	Estimate the number and type of families that will benefit from the proposed activities (additional information for this discussion may be available on the AP-36 Project Detail screen)	Approximately 2200 persons will benefit from hotline and case management services			
	Location Description (additional information for this discussion may be available on the AP-36 Project Detail screen)	Local domestic violence shelter			
	Planned Activities (additional information for this discussion may be available on the AP-36 Project Detail screen)	CHS uses CDBG funding to pay salaries for advocates who provide emergency crisis services and case management to victims of violence. CDBG funds will cover three Advocates and the Shelter Supervisor. CDBG funding will be used for positions in the Shelter program, which also encompasses helping with crisis calls to provide resources to survivors and possible shelter residents.			
9	2024 CDBG and HOME admin	Program Administration	Salem Citywide - Local Target area		CDBG : \$263,008 HOME :

				\$99,730
Description	CDBG and HOME administration costs			
Target Date for Completion	06/30/2025			
Estimate the number and type of families that will benefit from the proposed activities (additional information for this discussion may be available on the AP-36 Project Detail screen)	A portion of HOME and CDBG entitlement funds and program income may be used to support administrative costs including planning, monitoring, fair housing, and overhead costs. These activities support all of the goals identified in the Consolidated Plan. The measurement is captured as "Other."			
Location Description (additional information for this discussion may be available on the AP-36 Project Detail screen)	City of Salem			
Planned Activities (additional information for this discussion may be available on the AP-36 Project Detail screen)	CDBG and HOME program administration duties			

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

The reason behind this year's allocations is due to the Oregon Governor Kotek recently announced new executive orders 24-02 and 24-03 due to Oregon's continued increase in homeless population.

24-02-Merge and Extend Executive Order 23-02 and Executive Order 23-09

In response to significant increases in unsheltered homelessness in the State of Oregon, Governor Kotek declared a homelessness state of emergency on January 10, 2023, in Continuum of Care regions that experienced and increase in unsheltered homelessness of 50% or greater between 2017 and 2022.

Now therefore, it is hereby directed and ordered that:

There is a state of emergency in the emergency areas due to unsheltered homelessness. The emergency

areas include:

- Salem/Marion, Polk Counties

<https://www.oregon.gov/gov/eo/eo-24-02.pdf>

**24-03- Modifying the Interagency Council on Homelessness to Implement Executive orders 23-03:
Repealing and Replacing Executive order 22-21**

Whereas the number of individuals experiencing homelessness statewide increased by forty four percent between 2017 and 2023...

Whereas, in 2022, Executive Order No. 22-21 established the Oregon Interagency Council on Homelessness ("ICH") with the goal of intentional, statewide systems transformation through the improvement and alignment of state programs, funding, and policies to drive progress toward preventing and ending homelessness statewide and to transform and improve state support of communities and people experiencing homelessness across the state; and ...

<https://www.oregon.gov/gov/eo/eo-24-03.pdf>

If there are any obstacles that present themselves, the City staff will work with the agencies to alleviate them as best as possible.

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 2024 the proposed CDBG projects are targeted throughout Salem. Due to the nature of some projects and programs, a specific location cannot be pinpointed at this time. For those projects', location is dependent on client selection.

The Voyagers Village project is in an area 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) submitted to HUD in September 2025.

Affordable Housing

AP-55 Affordable Housing – 91.220(g)

Introduction

In this section of the Plan, HUD asks jurisdictions to indicate the number of households that will be assisted with an affordable housing program such as rental assistance, housing rehabilitation, or new housing.

CDBG funds will help the emergency shelter for youth, family shelter and the domestic violence hotline and shelter provide services and case management to help residents get into permanent housing; however, these figures are not included in the tables below since the applicants have not yet been identified.

Continuum of Care (COC) administers emergency rental assistance and rapid rehousing programs, so there has not been a need to allocate limited CDBG public services funds these needs.

One Year Goals for the Number of Households to be Supported	
Homeless	0
Non-Homeless	0
Special-Needs	0
Total	0

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

One Year Goals for the Number of Households Supported Through	
Rental Assistance	0
The Production of New Units	41
Rehab of Existing Units	0
Acquisition of Existing Units	0
Total	41

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

Discussion

The City supports creation of new housing units to help LMI residents get into stable affordable housing.

AP-60 Public Housing – 91.220(h)

Introduction

Salem Housing Authority is the public housing entity that falls within the City of Salem boundaries.

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

Salem Housing Authority (SHA) currently maintains a portfolio of 137 Public Housing units. Plans are currently underway for ongoing rehabilitation and maintenance of these units.

SHA is currently investigating options for repositioning these remaining units to ensure no net loss of affordability while also providing additional affordable housing options in the community. SHA previously completed revitalization of 108 multifamily Public Housing units through the Rental Assistance Demonstration (RAD) program, which converted the units to long-term project-based Section 8 assistance while also providing capital for major renovations, preserving these properties for decades to come.

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 the SHA require at least one tenant serve on the Commission. All tenants are always welcome to attend meetings without serving on the Committee or Commission. Tenants are sent 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 meetings are open to the public with meeting details included on the City of Salem's Meetings of Interest website.

SHA supports homeownership efforts by residents by offering a voluntary Family Self-Sufficiency (FSS) program which provides participants with an escrow savings account, held by the Housing Authority, that receives deposits as household income, and family rent share, increases due to changes in earnings. SHA also partners with CASA of Oregon to offer Individual Development Accounts (IDAs), which can be

used for homeownership (and other purposes).

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 Section 8 Management Assessment Program (SEMAP) and Public Housing Assessment System (PHAS) scores are not reflective of a HUD designated troubled PHA.

Discussion

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

SHA also provides additional services, such as outreach to homeless and formerly homeless households, as well as housing navigation to assist families with tenant-based rental assistance in securing permanent housing. These collaborative efforts are supported by funding through the City of Salem General Funds and other grants.

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. We will continue participation in the Mid-Willamette Valley Homeless Alliance (MWVHA) (Marion and Polk County Continuum of Care) and will implement the actions and activities outlined in the City of Salem Strategic Plan, MWVHA 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 2024 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. This AAP provided resources for case management in shelter services operated by St. Francis Shelter and Women at the Well. It is important to note that the goal of transitional and shelter housing is to move individuals and families from street to temporary shelter and successful placement into appropriate permanent housing solutions.

- The city will continue to be an active participant in the MWVHA (Continuum of Care) and will implement many of the actions and activities outlined in the Continuum's Homeless Strategy.
- This annual plan allocates funding to prevent and end homelessness. See programs and description in AP-20.
- Work with homeless service providers and funders to ensure that local outreach efforts are culturally competent and designed to meet the needs of people with addictions and mental illnesses.
- Work with homeless services providers to review restrictive program rules and adjust as appropriate to reduce barriers that keep people from obtaining and retaining permanent housing.

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 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 and 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, an individual or 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 one-time 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). Homeless Management Information System (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 to facilitate individuals and families 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.

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

Introduction:

The City of Salem recognizes that there are a variety of barriers to affordable housing, creating a need for a multifaceted approach. City of Salem realizes that it will take collaboration from community partners and agencies to be successful in overcoming these barriers. These barriers include land-use planning laws, socio-economic circumstances, lack of available housing inventory (of all levels), community opposition, significant increase in housing and construction costs, and lengthy processes for administrative elements (permits, contracts, approvals, legal review, etc.).

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

AP-85 Other Actions – 91.220(k)

Introduction:

City of Salem continues to analyze processes and procedures become more effective and efficient for its citizens.

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. HOME as well as CDBG will fund a new project that is in the development pipeline.

New Construction:

Micronesian Islander Community: Voyagers Village apartments

DevNW: CHDO operating costs

City of Salem: Land acquisition and infrastructure

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 2024, 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 and 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, clubs, organizations, neighborhood associations, City departments and with the private sector to implement the City's Strategic Plan and 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 2024.

Program Specific Requirements

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

Introduction:

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

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.	0.00%

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 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 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 can 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. 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 Participating Jurisdiction (PJ) is currently enforcing recapture/resale provisions for projects covered under previous plans; however, the City of Salem is carrying out homebuyer assistance via a down payment assistance award with a portion of the 2023 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.

5. If applicable to a planned HOME TBRA activity, a description of the preference for persons with special needs or disabilities. (See 24 CFR 92.209(c)(2)(i) and CFR 91.220(l)(2)(vii)).
6. If applicable to a planned HOME TBRA activity, a description of how the preference for a specific category of individuals with disabilities (e.g. persons with HIV/AIDS or chronic mental illness) will narrow the gap in benefits and the preference is needed to narrow the gap in benefits and services received by such persons. (See 24 CFR 92.209(c)(2)(ii) and 91.220(l)(2)(vii)).
7. If applicable, a description of any preference or limitation for rental housing projects. (See 24 CFR 92.253(d)(3) and CFR 91.220(l)(2)(vii)). Note: Preferences cannot be administered in a manner that limits the opportunities of persons on any basis prohibited by the laws listed under 24 CFR 5.105(a).

Through its funding allocation, implementation of its housing programs, and continued collaboration with the many social service and housing service agencies, Salem will enhance coordination between public and private housing and social service agencies, develop institutional structure, and reduce the number of poverty-level families. Salem will also strive to address obstacles to meeting underserved needs, foster and maintain affordable housing, and reduce lead-based paint hazards.

