

Executive Summary

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

1. Introduction

The City was successful in implementing year 1 priorities for its 2025-2029 Consolidated Plan and this PY26 AAP represents a logical extension of those efforts to expand access to affordable housing, create a more livable environment for residents, and expand access and opportunities for low-income residents to live satisfying and prosperous lives.

2. Summarize the objectives and outcomes identified in the Plan

This plan represents an extension of the strategic goals outlined in the 2025-2029 Consolidated Plan and represents an effort to accomplish key objectives that will help satisfy the 5 year goals in our Con-Plan. The largest priority for this program year is supporting a project to renovate 112 units of affordable housing for the elderly in our community, a major undertaking. This will preserve affordable housing for years to come for a key low-income demographic in our City. Additionally, we anticipate completing a project to construct 41 total affordable rental housing units, with 4 HOME units, and completing the construction of 24 total low-income homeownership units with 4 HOME units total. Additionally, the City recently completed the acquisition of a 2nd parcel of land for affordable housing development, and expects to solicit and choose a development proposal for these 2 properties in PY26. In total, the City is investing a significant amount of its HUD funding in expanding affordable housing stock in the City in PY26.

3. Evaluation of past performance

City of Salem had one notable setback and one major success in PY25 it would like to acknowledge. One of our affordable housing construction projects experienced fairly significant delays in the design phase, including major redesign revisions and delays in securing building permits, that necessitated the City to request a 1-year extension to the standard 4-year period of performance. The project recently received its building permits and is expected to complete before the end of the extension period. In terms of successes, the City passed its CDBG Timeliness test for the first time in half a decade, a significant achievement. For this program year, the City only needs to spend a modest amount of its CDBG award to pass timeliness again, so it has the luxury of prioritizing projects that might not draw down by May 2, 2027 and instead provide the maximum opportunity for affordable housing development.

4. Summary of Citizen Participation Process and consultation process

City of Salem’s Citizen Participation Plan (CPP) requires sufficient public notice for major milestone events (annual action plan/consolidated plan, CAPER, substantial amendments) to provide the public sufficient time to review and provide comments on proposed spending of federal funds. Additionally, the City holds at least 2 public hearings a year (AAP/Con Plan and CAPER) plus public hearings for any substantial amendment, normally at a city council meeting, to provide the public opportunities to provide commentary and feedback.

5. Summary of public comments

None Received

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

N/A

7. Summary

The City is full steam ahead in realizing the outcomes of its 2025-2029 Consolidated Plan while improving the efficiency of program administration and passing the CDBG timeliness test for the first time in half a decade, all significant accomplishments that will benefit low-income residents for decades to come.

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

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

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)

As a recipient of funding from the federal Department of Housing and Urban Development (HUD), Salem is required to complete an Annual Action Plan (AAP) detailing its planned uses of funding. This AAP represents an assessment of Salem’s affordable housing and community development needs and market conditions for the program year. The Plan is used to help the City make data-driven, place-based investment decisions. Community engagement is an essential part of each of the process to create each of these documents.

Consolidated Plan Public Contact Information

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

1. Introduction

The City has cultivated a network of regional organizations working on affordable housing development, services for low-income residents, economic development and more. The City values these partner organizations for the improvements they make in the day-to-day lives of lower-income residents and works hard to regularly engage and learn from these peers. Both in terms of Policy as well as Culture, the City administers its programs within the framework of servant leadership, serving those who serve others.

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 City regularly reaches out to our regional partners who develop affordable housing to learn and coordinate. In the most recent program year, the City has engaged with the local Habitat for Humanity branch to figure out if the City could better support Habitat construction projects by funding pre-development infrastructure costs such as foundations, utility interconnections, and more. The City also has engaged extensively with its CHDO, DevNW, to identify possible housing development projects. The City regularly works with Salem Housing Authority to coordinate housing development projects, including a PY26 project to rehab affordable housing for senior citizens across 2 existing project sites. Finally, the City has recently reemphasized coordination with the County to better align our respective federal spending, leading to a co-sponsored project to help our regional food bank acquire a larger warehouse to support enhanced operational capacity.

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 City regularly coordinates with our regional CoC, the Mid-Willamette Valley Homeless Alliance, on issues such as our point-in-time count and City policy and spending priorities to help address Homelessness, a significant priority of our City Council.

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.

N/A

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 HOUSING AUTHORITY
	Agency/Group/Organization Type	PHA
	What section of the Plan was addressed by Consultation?	Public Housing Needs
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	Salem Housing Authority is technically a part of the City government structure but is operated independently and is regularly consulted in the day-to-day administration of City HUD funds. PY26 will include a \$3 Million (City contribution) project to rehabilitate affordable housing for senior citizens.
2	Agency/Group/Organization	HABITAT FOR HUMANITY
	Agency/Group/Organization Type	Housing
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Public Housing Needs
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	The City collaborates with the local Habitat for Humanity chapter to identify potential affordable housing development projects, barriers to affordable housing, and opportunities to collaborate and support Habitat projects financially.
3	Agency/Group/Organization	OREGON HOUSING AND COMMUNITY SERVICES
	Agency/Group/Organization Type	Housing
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Public Housing Needs
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	The City works extensively with OHCS (State Agency) to "streamline" affordable housing compliance and inspection events, ensuring that residents of affordable housing projects are "minimally disturbed"

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

We have not actively discouraged consultation or engagement with any organization.

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

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 City holds required public hearings for the AAP and all amendments, the Housing Production Strategy, and the ConPlan. The City has received consistent feedback that housing is the number one priority and that informed the goal setting and allocations.

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	Public Hearing	Non-targeted/broad community	Our Public Hearings are conducted at City Council meetings which enjoy a broad range of attendance from a wide variety of community members	None	N/A	
2	Newspaper Ad	Non-targeted/broad community	The City posts all public hearing notices in the local newspaper of general/broad distribution.	None	N/A	

Table 4 – Citizen Participation Outreach

Expected Resources

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

Introduction

The City of Salem prioritized goals and objectives for using CDBG and HOME funding to strategically and effectively benefit low- and moderate-income residents by increasing decent housing, creating a suitable living environment, and expanding economic opportunities.

The City of Salem follows HUD guidelines and limits public services to no more than 15% and administration to 20% of the annual entitlement.

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	1,456,548.00	25,000.00	519,240	2,000,788	4,407,609.00	Formula grants for housing and community development activities. Beneficiaries must have low- or moderate-income (up to 80% AMI), or reside in a low/moderate-income neighborhood. Prior year resources are reprogrammed and five-year allocations are readjusted.

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	678,183.38	50,000.00	1,964,410.00	2,692,593.38	2,017,578.38	Formula grants to implement local housing strategies. Tenants served must typically be below 60% AMI; homeownership activities for households up to 80% AMI. Requires 25% non- federal matching funds. Prior year resources are reprogrammed and five-year allocations are readjusted.

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

Projects with funding commitments from non-federal sources such as the State of Oregon, local funds, or private funding, shall have priority. In addition, projects with firm financial commitments will have priority over those with pending, tentative, or speculative commitments.

U.S. Department of Housing and Urban Development's Notice CPD-97-03: HOME Program Match Guidance provides guidance on identifying eligible sources of match, calculating the value of matching contributions, determining the point at which a contribution may be recognized as match, and tracking matching obligations and contributions.

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

In PY25 the City finalized the purchase of a 2nd plot of land for future affordable housing development. The approximately 1 acre plot located at Evergreen Ave. NE adjoins an approximately 1 acre plot at Market St. NE that the City acquired in PY24. Combined, the City will solicit development proposals for these two lots in PY26 ideally leading to a CLT affordable housing development project.

Additionally, the City is monitoring opportunities to partner with local organizations to expand affordable housing production, including partnering with the local chapter of Habitat for Humanity to provide pre-development infrastructure funds for a variety of housing development opportunities they are working on in the City.

The City of Salem will continue to explore opportunities internally and with partner organizations to access viable public lands whenever possible to help address critical needs identified in this 5-year Consolidated Plan.

Discussion

The City of Salem assists subrecipients and developers in applying for other available funds and leveraging resources to implement community development and housing activities. The limited city HOME funds regularly provide gap financing for projects awarded Low-Income Housing Tax Credit or other federal and state funding to support affordable housing. Opportunities to leverage federal funds are explored with each proposed activity. Additional points will be awarded during application scoring to proposals that have identified match resources.

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	Administration and Planning	2025	2029	Affordable Housing Public Housing Homeless Non-Homeless Special Needs Non-Housing Community Development	Citywide	Provide Decent Housing Create A Suitable Living Environment Expand Opportunities for LMI Persons	CDBG: \$296,310.00 HOME: \$72,820.00	
2	Housing	2025	2029	Affordable Housing Public Housing	Citywide	Provide Decent Housing Create A Suitable Living Environment	CDBG: \$1,000,000 HOME: \$2,619,777.38	Rental units rehabilitated: 112 Household Housing Unit Rental Units created: 41 Single family home created: 24

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3	Public Services	2025	2029	Affordable Housing Homeless Non-Homeless Special Needs Non-Housing Community Development	Citywide	Create A Suitable Living Environment Expand Opportunities for LMI Persons	CDBG: \$220,000	Public service activities for Downpayment Assistance Benefit: 24 Households Assisted
4	Economic and Asset Development	2025	2029	Non-Housing Community Development	Citywide	Expand Opportunities for LMI Persons	CDBG: \$90,000.00	Businesses assisted: 10 Businesses Assisted
5	Public Facilities and Neighborhood Improvements	2025	2029	Homeless Non-Homeless Special Needs Non-Housing Community Development	Citywide	Create A Suitable Living Environment	CDBG: \$110,000.00	Public Facility or Infrastructure Activities for Low/Moderate Income Housing Benefit: 20 Households Assisted

Table 6 – Goals Summary

Goal Descriptions

1	Goal Name	Administration and Planning
	Goal Description	Successfully comply with Federal grant requirements

2	Goal Name	Housing
	Goal Description	\$3 Million for the renovation of 2 affordable housing projects for senior citizens managed by the Salem Housing Authority: Southview Terrace and Englewood West. \$300,00 for Downpayment Assistance for an Affordable Homeownership housing projects being constructed by the City's CHDO (Macleay CLT).
3	Goal Name	Public Services
	Goal Description	
4	Goal Name	Economic and Asset Development
	Goal Description	
5	Goal Name	Public Facilities and Neighborhood Improvements
	Goal Description	This is the only strategic goal area for PY26 that the City does not have any currently planned projects, although we are tentatively budgeting approximately \$110-150K for PY26. In PY25 the City spent over \$1.1M in this goal category.

Projects

AP-35 Projects – 91.220(d)

Introduction

The City of Salem has several longer-term projects expected to complete in PY26, including a 24-unit community land trust homeownership project with a related downpayment assistance project, and a 41 unit low-income rental housing construction project.

Projects

#	Project Name
1	Micronesian Islander Community: Voyagers Village
2	DevNW (CHDO) - Phase II McLeay Road SFH Construction
3	Southview Terrace/Englewood West MF rehab
4	CHDO Operations
5	Opportunity Projects

Table 7 - Project Information

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

The City allocates funding to projects that it believes will make significant impact in each of the strategic goal areas and can reach completion within a reasonable timeframe (due to past timeliness challenges). The largest obstacle is the lack of funding availability.

AP-38 Project Summary

Project Summary Information

1	Project Name	Micronesian Islander Community: Voyagers Village
	Target Area	Citywide
	Goals Supported	Housing
	Needs Addressed	Provide Decent Housing
	Funding	HOME: \$64,247
	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	12/31/2026
	Estimate the number and type of families that will benefit from the proposed activities	41 working families who are housing insecure, with limited to no rental and credit history
	Location Description	NE Salem, the lowest average income section of Salem.
	Planned Activities	
2	Project Name	DevNW (CHDO) - Phase II McLeay Road SFH Construction
	Target Area	Citywide
	Goals Supported	Housing
	Needs Addressed	Provide Decent Housing
	Funding	HOME: \$145,851
	Description	DevNW will be constructing 24 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	3/31/2027
	Estimate the number and type of families that will benefit from the proposed activities	24 low-to-moderate income families

	Location Description	SE Salem
	Planned Activities	Finish construction this fall/winter
3	Project Name	SHA Southview Terrace/Englewood West MF rehab
	Target Area	Housing
	Goals Supported	Provide Decent Housing
	Needs Addressed	Provide Decent Housing
	Funding	CDBG: \$1,000,000 HOME: \$2,000,000
	Description	Rehabilitation of 112 units of public Housing owned by Salem Housing Authority
	Target Date	6/30/2028
	Estimate the number and type of families that will benefit from the proposed activities	112 households
	Location Description	Salem city wide
	Planned Activities	Rehabilitated dated public housing units
4	Project Name	CHDO Operations
	Target Area	Housing
	Goals Supported	Housing
	Needs Addressed	Capacity building of Community Housing Development Organization
	Funding	HOME: \$33,910
	Description	Operations and capacity building
	Target Date	6/30/2027
	Estimate the number and type of families that will benefit from the proposed activities	NA

	Location Description	City wide
	Planned Activities	NA
5	Project Name	Opportunity Projects
	Target Area	Housing
	Goals Supported	Housing
	Needs Addressed	Decent housing
	Funding	CDBG: 373,500 HOME: \$375,765.38
	Description	Undetermined projects to support housing preservation and development
	Target Date	6/20/2028
	Estimate the number and type of families that will benefit from the proposed activities	20 Households
	Location Description	City wide
	Planned Activities	TBD

AP-50 Geographic Distribution – 91.220(f)

The projects in PY 2025 do not emphasize any one geographic area of Salem. Funds are generally dispersed out geographically to have the most significant impact. The City of Salem does have one R/ECAP area and will work with partners and service providers to address the unique needs of this area.

While some projects and activities may focus on a low-to-moderate-income area (LMA), they are not part of a greater neighborhood plan.

Geographic Distribution

Target Area	Percentage of Funds
Citywide	100

Table 8 - Geographic Distribution

The City did not identify a geographic target area as a basis for funding allocation priorities. Goals and projects are not limited to a specific area within the City.

Discussion

All projects funded with CDBG and Home dollars support City of Salem residents. The projects listed in the 2025 Action Plan will benefit low- and moderate-income residents throughout the City of Salem.

Affordable Housing

AP-55 Affordable Housing – 91.220(g)

Introduction

In PY26 the City plans to complete projects to construct 41 new affordable rental housing units (with 4 HOME units), 24 new affordable homeownership units (with 4 HOME units), and rehabilitate 112 affordable rental units for senior citizens.

One Year Goals for the Number of Households to be Supported	
Homeless	0
Non-Homeless	120
Special-Needs	0
Total	120

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	8
Rehab of Existing Units	112
Acquisition of Existing Units	0
Total	120

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

Discussion

The City also plans to solicit development proposals for 2 pieces of property that were acquired for future affordable housing development, so expect these figures to grow once a development proposal has been selected. Overall, the City has committed significant funding and personnel resources to increase the production of affordable housing, a significant priority of ours.

AP-60 Public Housing – 91.220(h)

Introduction

The Salem Housing Authority (SHA) works to provide opportunities to people experiencing housing barriers while honoring their dignity and maintaining public trust.

Salem Housing Authority's mission is to assist low—and moderate-income families in achieving self-sufficiency through stable housing, economic opportunity, community investment, and coordination with social service providers.

SHA is building a stronger community through public housing, housing choice vouchers, affordable housing, and supportive services. They serve families, individuals, people with disabilities, and senior citizens.

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

The City of Salem and SHA staff work closely to address the housing needs of Salem residents.

During the next year, CDBG and HOME funds will be allocated to support the renovation of senior rental housing owned by SHA. This will ensure the maintenance needs of the building are met, expanding the period of functional use. The long-term affordability of these units will be secured for new generations.

The city is exploring other opportunities to partner with SHA and a potential Community Land Trust is in discussion.

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

The Salem Housing Authority (SHA) Resident Advisory Board (RAB) represents the residents of the Public Housing and Voucher Program participants assisted by the Public Housing Authority (PHA).

The SHA Resident Advisory Board plays a significant role in the planning process, development, and future modifications of the PHA Plan. Salem Housing Authority's goal is to collaborate and ensure input from residents. SHA provides in person and virtual meeting options.

SHA offers multiple other valuable opportunities to residents including Family Self Sufficiency and classes in financial literacy. Providing resources through key partnerships is a key part of the SHA mission.

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

The Salem Housing Authority is not designated as troubled.

Discussion

The Salem Housing Authority is not designated as troubled.

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

Introduction

Salem’s homeless and special needs strategy operates in cooperation and coordination with the regional Continuum of Care framework, directed by Mid-Willamette Valley Homeless Alliance, which serves as the lead CoC agency for the area.

Supportive housing is an innovative and proven solution to some of the community’s most vulnerable individuals. It combines affordable housing with services that help individuals facing the most complex challenges to live with stability, autonomy, and dignity. People in supportive housing live more stable and productive lives. Residents of supportive housing are linked to intensive case management and voluntary, life-improving services, such as healthcare, workforce development, and child welfare. Supportive housing is a type of permanent housing that has no time limit on residency.

Supportive housing improves:

- Housing stability
- Employment
- Mental and physical health
- School attendance
- Engagement with behavioral health services

Several populations of residents in Salem would benefit from additional supportive housing. These include elderly persons, persons with disabilities, persons with behavioral health needs, or persons with HIV/AIDS and their families.

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

The regional coordinated entry system operated by Mid-Willamette Valley Homeless Alliance ensures efficient identification and assessment of homeless individuals and families. Street outreach services connect unsheltered persons to housing and services, while centralized intake provides standardized assessment and referral to appropriate interventions.

The City will work with the Continuum of Care, the Salem Housing Authority, and local partners to reach the local homeless population and assess their needs. The City remains committed to helping residents maintain stable housing and assisting individuals who are already experiencing homelessness to transition into housing.

The Salem Housing Authority, through outreach navigators working with Salem's homeless population. The Navigator team undertakes street outreach for homeless individuals/families and offers

assessments of current needs, referrals for services, and resource assistance.

Homeless Outreach and Advocacy Project operates a day center in Salem. They offer brunch on weekdays, clothing/hygiene items, a drop-in medical clinic, showers, laundry, resource referrals, along with other services targeted to the needs of Salem's homeless community.

Addressing the emergency shelter and transitional housing needs of homeless persons

The City of Salem will continue to work closely with Salem Housing Authority, CoC/CE, Stakeholders, and Service Providers to address the needs of the homeless community.

There is strong demand for housing and homeless-related services, including rental assistance to help prevent homelessness and emergency shelter. The City's stakeholders identified this as an ongoing critical need. While there has been a significant increase in shelter beds, it has not kept pace with the expanding homeless numbers.

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

Permanent supportive housing offerings identified in this plan serve chronically homeless individuals and families. Rapid re-housing programs provide short-term rental assistance and supportive services. The substantial Housing Choice Voucher program offers additional permanent housing options for homeless households.

Target Population Strategies:

- Chronically Homeless: Permanent supportive housing prioritizes the Housing First approach with integrated behavioral health services
- Families with Children: Family shelter and rapid re-housing with school district coordination to ensure educational continuity
- Veterans: VASH program provides specialized permanent supportive housing; coordination with VA services and SHA
- Unaccompanied Youth: Specialized programming through regional providers with age-appropriate services
- Domestic Violence Survivors: Dedicated transitional and rapid re-housing services with trauma-informed care

In Salem, individuals and families experiencing homelessness can find resources for both emergency shelter and transitional housing. A combination of local organizations, government agencies, and faith-based groups often provides these services. The City works with CoC committees to address homeless needs of residents.

The Mid-Willamette Valley Homeless Alliance, CoC lead, offers coordination for service providers, HMIS management, Coordinated Entry (no wrong door) management.

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 Oregon State Hospital offers needs care coordination and discharge planning for those patients being discharged.

The Choice Model is designed to meet a variety of needs for individuals with serious and persistent mental illnesses (SPMI) who are at risk or have been admitted to the Oregon State Hospital (OSH), have accessed inpatient psychiatric hospitalization in the community, are in residential treatment facilities or homes. Choice Model Services are designed to promote more effective utilization of current capacity in facility-based treatment settings, minimize the use of long-term institutional care, provide services in the most independent environment possible, increase care coordination, and promote availability and quality of individualized community-based services and supports to promote community-based recovery. Choice Model services include:

- Transition planning and management (from Oregon State Hospital, community psychiatric hospitals, and licensed care settings)
- Rehabilitative mental health treatment services (home and community based)
- Recovery-oriented services, including Assertive Community Treatment
- Supportive housing
- Peer-delivered services
- Removal of barriers to community living, such as access to services and supports that are not funded by other sources

Youth Resources -

Services for Youth Exiting Foster Care in Salem, Oregon:

Independent Living Program-

Administered by Oregon Department of Human Services, ILP provides support to youth aged 14 and older who are currently in foster care or have been in foster care for at least 180 days after age 13. The program offers skill-building, educational assistance, housing support, financial aid, and access to resources.

Youth Village LifeSet offers intensive support to young adults as they transition from foster care to adulthood. LifeSet Specialists work with youth to identify goals, overcome challenges, and develop the skills necessary for independent living, including education, employment, and stable housing. They also provide 24/7 crisis support.

Through partnership with the CoC, the city works to ensure resource information is available to the vulnerable members of the community.

Discussion

The Oregon State Hospital offers needs care coordination and discharge planning for those patients being discharged.

The Choice Model is designed to meet a variety of needs for individuals with serious and persistent mental illnesses (SPMI) who are at risk or have been admitted to the Oregon State Hospital (OSH), have accessed inpatient psychiatric hospitalization in the community, are in residential treatment facilities or homes. Choice Model Services are designed to promote more effective utilization of current capacity in facility-based treatment settings, minimize the use of long-term institutional care, provide services in the most independent environment possible, increase care coordination, and promote availability and quality of individualized community-based services and supports to promote community-based recovery. Choice Model services include:

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

Introduction:

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Youth Village LifeSet offers intensive support to young adults as they transition from foster care to adulthood. LifeSet Specialists work with youth to identify goals, overcome challenges, and develop the skills necessary for independent living, including education, employment, and stable housing. They also provide 24/7 crisis support.

Through partnership with the CoC, the city works to ensure resource information is available to the vulnerable members of the community.

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's Zoning Ordinance addresses specific zoning regulations that can assist in creating affordable housing. The City's Comprehensive Plan recognized the need to expand the supply of affordable housing units. The City will work to encourage developers to assess opportunities for affordable housing. Repair and Rehabilitation programs may be undertaken to support the sustainability of the aging housing stock in the city, allowing families to stay in their homes and the elderly to age in place.

Discussion:

The City of Salem seeks to foster an environment of opportunity, innovation, and sustainability in the housing market by planning for and supporting housing options that help increase opportunities for LMI residents.

AP-85 Other Actions – 91.220(k)

Introduction:

The City of Salem is committed to improving and increasing access to safe and affordable housing for low- and moderate-income (LMI) residents. Affordable and safe housing helps to provide financial stability, reduces the chances of a person becoming homeless, and promotes housing sustainability. The City prioritized goals and objectives for using CDBG and HOME funding to strategically and effectively benefit low- and moderate-income residents by increasing access to decent housing and creating a suitable living environment while expanding economic opportunities for LMI persons.

Public services are an integral part of a comprehensive community development strategy. Public Service activities provide a wide range of activities that address needs in the community provided for the target population. Public services can strengthen communities by addressing the needs of specific populations. They can address a range of individual needs and increase CDBG dollars' impact by complementing other activities.

Public Facility and Neighborhood Improvements will focus on safe and accessible infrastructure essential to the quality of life and building communities that support stability. The City's CDBG funds are 100% directed toward activities that assist low- to moderate-income residents.

The City of Salem is involved in several efforts to address the needs of the underserved and promote efforts to coordinate the many components related to housing, suitable living environments, and safer communities.

Actions planned to address obstacles to meeting underserved needs

The primary obstacle to meeting underserved needs is the lack of identified and available resources. To overcome this obstacle, the City will continue to pursue creative partnerships, both financially and structurally, to leverage available funds

The City will continue to seek ways to expand its efforts to inform underserved residents about the financial and informational resources available through the CDBG and HOME programs.

Actions planned to foster and maintain affordable housing

The City of Salem may utilize CDBG, HOME, and other available funding sources to promote the development of affordable housing units within the city. Specifically, the CDBG and HOME programs may provide monetary and non-monetary support for projects that increase the number of housing units available to low- to moderate-income households and maintain the units' affordability for a specified period into the future. In partnership with Salem Housing Authority, rehabilitation of existing units and key services will be offered to eligible residents.

The City of Salem may support owner-occupied housing rehabilitation and homebuyer assistance programs, as well as other activities that enhance life skills to promote self-sufficiency.

Actions planned to reduce lead-based paint hazards

The U. S. Department of Housing and Urban Development issued Title X in 1992 to protect young children and families from lead-based paint hazards. The City of Salem will take steps to ensure its regulations are in compliance. Program procedures and documents include additional steps for providing notification, identifying lead hazards, performing lead hazard reduction, using safe work practices, and achieving clearance.

As part of the environmental review process, all existing housing units that will be repaired or rehabilitated with HUD funds are screened, unless deemed exempt, for lead paint hazards if built before 1978. Once all work is completed, housing units are then re-evaluated and must pass a lead-based paint clearance test to ensure the mitigation efforts are effective.

Actions planned to reduce the number of poverty-level families

The City's plan includes, though is not limited to, these three components:

1. Support activities that increase the number of jobs in Salem, especially for low- to moderate-income residents, through Microenterprise activities
2. Ensure that a wide variety of housing opportunities are available
3. Provide supportive services to residents in poverty.

These all support the City's goal of helping residents and families achieve self-sufficiency. Not all support will come from CDBG dollars, as general fund and leveraged money may be used for workforce development initiatives

For those residents who cannot work (low-income frail elderly, persons with disabilities), the City's public housing authority and Housing Choice voucher providers are vital for those households to avoid homelessness.

A further strategy to reduce the number of poverty-level families includes efforts to diversify Salem's economy through Microenterprise Development activities, increasing family wage jobs, and expanding the local job base.

Actions planned to develop institutional structure

City staff is responsible for developing and monitoring the Consolidated Plan, the Annual Action Plan, the year-end CAPER report, IDIS reporting process, and sub-recipient compliance monitoring. Staff will implement the priorities identified in the planning process, with assistance from other departments,

stakeholders, partners, and subrecipients. They will conduct outreach and implementation activities related to Citizen Participation and Fair Housing.

When applicable and funding allows, City staff will attend relevant CDBG and HOME training to help create a broader institutional knowledge base of the CDBG program.

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

City staff is responsible for developing and monitoring the Consolidated Plan, the Annual Action Plan, the year-end CAPER report, IDIS reporting process, and sub-recipient compliance monitoring. Staff will implement the priorities identified in the planning process, with assistance from other departments, stakeholders, partners, and subrecipients. They will conduct outreach and implementation activities related to Citizen Participation and Fair Housing.

When applicable and funding allows, City staff will attend relevant CDBG and HOME training to help create a broader institutional knowledge base of the CDBG program.

Discussion:

The City of Salem is committed to maintaining a robust, efficient, and compliant program that targets the needs of the most vulnerable community members.

Program Specific Requirements

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

Introduction:

The City of Salem does not expect to have unallocated program income at the start of PY25. No float-funded activities are included in this Action Plan. The City will not receive guaranteed proceeds from a Section 108 loan, nor have surplus funds from any federal urban renewal settlements.

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.	100.00%

**HOME Investment Partnership Program (HOME)
Reference 24 CFR 91.220(l)(2)**

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

In 2024 (our fiscal year 2025) the voters of Salem passed a Livability Bond which, among many things, set-aside \$10 Million to increase the development of affordable housing.

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:

The City places all requirements to maintain compliance in their subrecipient agreements including securing federal funding with a Deed of Trust on infrastructure projects to ensure payback if a building is sold or a change-in-use occurs before the expiration of an affordability period, for example.

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:

The City typically places a longer than required period of affordability on all of its relevant projects and ensures compliance with federal requirements by requiring Trust Deeds.

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:

N/A

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)).

N/A

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)).

N/A

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).

N/A

The City is constantly evaluating internal processes and best practices to ensure compliance with federal program requirements and improve the efficiency of outcomes.