

## CR-05 - Goals and Outcomes

### Progress the jurisdiction has made in carrying out its strategic plan and its action plan. 91.520(a)

This could be an overview that includes major initiatives and highlights that were proposed and executed throughout the program year.

The City invested \$3,213,367 in HOME and HOME ARP funds during the program year to subsidize construction of 32 units. Four construction projects completed during the program year: Mahonia (3 units), HOPE Plaza (7 HOME ARP units), Sequoia Crossings (4 HOME and 8 HOME ARP units) and Cottage Apartments (10 HOME units). It invested \$69,260 across two program years to support its Community Development Housing Organization's operational capacity building. The City invested \$784,890 in CDBG funds to acquire land for future development into Low Moderate Housing. It invested \$208,980 into public service activities to address homelessness, and it invested \$30,000 to spend on fair housing activities. Finally, the City supported the administration of grant management with \$367,400.

### Comparison of the proposed versus actual outcomes for each outcome measure submitted with the consolidated plan and explain, if applicable, why progress was not made toward meeting goals and objectives. 91.520(g)

Categories, priority levels, funding sources and amounts, outcomes/objectives, goal outcome indicators, units of measure, targets, actual outcomes/outputs, and percentage completed for each of the grantee's program year goals.

**Table 1—Accomplishments Program Year**

Goal	Category	Source / Amount	Indicator	Unit of Measure	Expected – Strategic Plan	Actual – Strategic Plan	Percent Complete	Expected – Program Year	Actual – Program Year	Percent Complete
CHDO Operations	Affordable Housing	HOME: \$69,260	Other	Other	1	1	100.00%	1	1	100.00%
Expand Affordable Housing	Affordable Housing	CDBG: \$606,087 /HOME: \$3,213,367	Rental units constructed	Household Housing Unit	100	34	34.00%	32	32	100.00%

Expand Affordable Housing	Affordable Housing	CDBG: \$100,833	Rental units rehabilitated	Household Housing Unit	150	66	44.00%	16	16	100.00%
Expand Affordable Housing	Affordable Housing	HOME: \$1,753,751	Housing for Homeless added	Household Housing Unit	0	15	1500.00 %	0	15	1500.00 %
Support Efforts to End Homelessness	Homeless	CDBG: \$783,115	Public Facility or Infrastructure Activities other than Low/Moderate Income Housing Benefit	Persons Assisted	1000	46	4.60%	30	46	153.33%
Support Efforts to End Homelessness	Homeless	CDBG: \$337,382	Public service activities other than Low/Moderate Income Housing Benefit	Persons Assisted	3000	2400	80.00%	2275	2400	105.49%
Support Efforts to End Homelessness	Homeless	HOME: \$42,582	Tenant-based rental assistance / Rapid Rehousing	Households Assisted	14	14	100.00%	14	14	100.00%
Program Administration	Affordable Housing	CDBG: \$289,745 / HOME: \$78,186	Other	Other	1	1	100.00%	1	1	100.00%

**Table 2 Accomplishments Strategic Plan to Date**

CHDO Operations	Affordable Housing	HOME \$159,259	Other	Other	1	1	100.00%			
Expand Affordable Housing	Affordable Housing	CDBG: \$721,085 /HOME: \$3,213,367	Rental units constructed	Household Housing Unit	100	34	34.00%	32	32	100.00%
Expand Affordable Housing	Affordable Housing	CDBG: \$1,841,870	Rental units rehabilitated	Household Housing Unit	150	66	44.00%	16	16	100.00%
Support Efforts to End Homelessness	Homeless	CDBG: \$865,928	Public Facility or Infrastructure Activities other than Low/Moderate Income Housing Benefit	Persons Assisted	5480	13097	238.90%	30	46	153.33%
Support Efforts to End Homelessness	Homeless	CDBG: \$590,915/ HOME: \$242,965	Public service activities other than Low/Moderate Income Housing Benefit	Persons Assisted	3000	9782	326.6%%	2275	2400	105.49%

Support Efforts to End Homelessness	Homeless	HOME: \$798,259	Tenant-based rental assistance / Rapid Rehousing	Households Assisted	200	371	153.90%	14	14	100.00%
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**Assess how the jurisdiction's use of funds, particularly CDBG, addresses the priorities and specific objectives identified in the plan, giving special attention to the highest priority activities identified.**

The City's highest priority is creation of decent housing, affordable to low moderate income households. To that end the City has invested its HOME funds into subsidizing construction of rental units, and it's invested a significant portion of its CDBG funds to acquire land for future low moderate housing.

## CR-10 - Racial and Ethnic composition of families assisted

Describe the families assisted (including the racial and ethnic status of families assisted).

91.520(a)

	CDBG	HOME
White	1,537	39
Black or African American	116	4
Asian	13	0
American Indian or American Native	59	5
Native Hawaiian or Other Pacific Islander	37	5
<b>Total</b>	<b>1,762</b>	<b>53</b>
Hispanic	355	13
Not Hispanic	1,407	40

**Table 1 – Table of assistance to racial and ethnic populations by source of funds**

### Narrative

## CR-15 - Resources and Investments 91.520(a)

### Identify the resources made available

Source of Funds	Source	Resources Made Available	Amount Expended During Program Year
CDBG	public - federal	1,709,707	1,444,771
HOME	public - federal	3,213,367	3,213,367

Table 2 - Resources Made Available

### Narrative

HOME Activities: Activity 3222 Cottage Apartments rehab \$756,517; Activity 3349 Macleay CLT new construction \$303,627; Activity 3353 St Francis Shelter TBRA \$42,582; Activity 3376 Mahonia new construction \$65,935; Activity 3381 Admin PY23 \$2,626; Activity 3382 & 3374 Sequoia Crossings HOME and HOME ARP new construction \$761,860; Activity 3384 CHDO Op PY23 \$37,152; Activity 3385 Applegate Terrace new construction \$587,379; Activity 3389 Admin PY24 \$78,186; Activity 3390 CHDO Op PY24 \$32,108; Activity 3395 Voyagers Village new construction \$545,395.

CDBG Activities: Activity 3333 Seed of Faith rehab \$44,924; Activity 3375 Wallace Early Learning Center rehab \$83,474; Activity 3386 Admin PY24 \$289,745; Activity 3387 St Francis Shelter case management \$64,716; Activity 3388 Fair Housing Council of Oregon \$26,092; Activity 3391 Northwest Human Services youth HOST \$38,160; Activity 3392 Center for Hope and Safety case management and hotline \$100,000; Activity 3393 WestCare Apartments rehab \$1,642; Activity 3394 Land Acquisition for Low Mod Income Housing \$796,018.

### Identify the geographic distribution and location of investments

Target Area	Planned Percentage of Allocation	Actual Percentage of Allocation	Narrative Description
Central Salem			
Keizer			citywide
Salem Citywide	100		

Table 3 – Identify the geographic distribution and location of investments

### Narrative

Four construction projects completed during the program year: Mahonia (3 units), HOPE Plaza (7 HOME ARP units), Sequoia Crossings (4 HOME and 8 HOME ARP units) and Cottage Apartments (10 HOME units). The City invested \$784,890 in CDBG funds to acquire land for future development into Low Moderate Housing. It invested \$208,980 into public service activities to address homelessness, and it invested \$30,000 to spend on fair housing activities. Finally, the City supported the administration of grant management with \$367,400.

## Leveraging

Explain how federal funds leveraged additional resources (private, state and local funds), including a description of how matching requirements were satisfied, as well as how any publicly owned land or property located within the jurisdiction that were used to address the needs identified in the plan.

HOME Activities: \$31,541,887 of non-federal matching funds in the form of cash, private loans and construction. CDBG activities: \$415,323 of non-federal matching funds in the form of cash and volunteer labor hours.

Fiscal Year Summary – HOME Match	
1. Excess match from prior Federal fiscal year	14,255,058
2. Match contributed during current Federal fiscal year	31,541,887
3. Total match available for current Federal fiscal year (Line 1 plus Line 2)	45,796,945
4. Match liability for current Federal fiscal year	694,127
5. Excess match carried over to next Federal fiscal year (Line 3 minus Line 4)	45,102,818

**Table 4 – Fiscal Year Summary - HOME Match Report**

Match Contribution for the Federal Fiscal Year								
Project No. or Other ID	Date of Contribution	Cash (non-Federal sources)	Foregone Taxes, Fees, Charges	Appraised Land/Real Property	Required Infrastructure	Site Preparation, Construction Materials, Donated labor	Bond Financing	Total Match
IDIS Activity 3322 Cottage Apartments	04/22/2025	552,250	0	0	0	4,241,866	0	4,794,116
IDIS Activity 3376 Mahonia	06/30/2025	2,365,000	0	0	0	21,050,000	0	23,415,000
IDIS Activity 3382 Sequoia Crossings	06/30/2025	1,405,770	0	0	0	1,927,001	0	3,332,771

Table 5 – Match Contribution for the Federal Fiscal Year

## HOME MBE/WBE report

Program Income – Enter the program amounts for the reporting period				
Balance on hand at begin-ning of reporting period \$	Amount received during reporting period \$	Total amount expended during reporting period \$	Amount expended for TBRA \$	Balance on hand at end of reporting period \$
26,911	147,204	133,233	42,582	40,882

Table 6 – Program Income



Minority Business Enterprises and Women Business Enterprises – Indicate the number and dollar value of contracts for HOME projects completed during the reporting period						
	Total	Minority Business Enterprises				White Non-Hispanic
		Alaskan Native or American Indian	Asian or Pacific Islander	Black Non-Hispanic	Hispanic	
Contracts						
Dollar Amount	0	0	0	0	0	0
Number	0	0	0	0	0	0
Sub-Contracts						
Number	0	0	0	0	0	0
Dollar Amount	0	0	0	0	0	0
	Total	Women Business Enterprises	Male			
Contracts						
Dollar Amount	0	0	0			
Number	0	0	0			
Sub-Contracts						
Number	0	0	0			
Dollar Amount	0	0	0			

**Table 7 - Minority Business and Women Business Enterprises**

<b>Minority Owners of Rental Property – Indicate the number of HOME assisted rental property owners and the total amount of HOME funds in these rental properties assisted</b>						
	<b>Total</b>	<b>Minority Property Owners</b>				<b>White Non-Hispanic</b>
		<b>Alaskan Native or American Indian</b>	<b>Asian or Pacific Islander</b>	<b>Black Non-Hispanic</b>	<b>Hispanic</b>	
Number	0	0	0	0	0	0
Dollar Amount	0	0	0	0	0	0

**Table 8 – Minority Owners of Rental Property**

<b>Relocation and Real Property Acquisition</b> – Indicate the number of persons displaced, the cost of relocation payments, the number of parcels acquired, and the cost of acquisition						
Parcels Acquired		1		1		
Businesses Displaced		0		0		
Nonprofit Organizations Displaced		0		0		
Households Temporarily Relocated, not Displaced		0		0		
Households Displaced	Total	Minority Property Enterprises				White Non-Hispanic
		Alaskan Native or American Indian	Asian or Pacific Islander	Black Non-Hispanic	Hispanic	
Number	0	0	0	0	0	0
Cost	0	0	0	0	0	0

**Table 9 – Relocation and Real Property Acquisition**

## CR-20 - Affordable Housing 91.520(b)

Evaluation of the jurisdiction's progress in providing affordable housing, including the number and types of families served, the number of extremely low-income, low-income, moderate-income, and middle-income persons served.

	One-Year Goal	Actual
Number of Homeless households to be provided affordable housing units	12	12
Number of Non-Homeless households to be provided affordable housing units	20	20
Number of Special-Needs households to be provided affordable housing units	0	0
<b>Total</b>	<b>32</b>	<b>32</b>

Table 10 – Number of Households

	One-Year Goal	Actual
Number of households supported through Rental Assistance	14	14
Number of households supported through The Production of New Units	32	32
Number of households supported through Rehab of Existing Units	0	0
Number of households supported through Acquisition of Existing Units	0	0
<b>Total</b>	<b>46</b>	<b>46</b>

Table 11 – Number of Households Supported

**Discuss the difference between goals and outcomes and problems encountered in meeting these goals.**

No report.

**Discuss how these outcomes will impact future annual action plans.**

No report.

Include the number of extremely low-income, low-income, and moderate-income persons served by each activity where information on income by family size is required to determine the eligibility of the activity.

Number of Households Served	CDBG Actual	HOME Actual
Extremely Low-income	589	0
Low-income	188	2
Moderate-income	1,548	15
<b>Total</b>	<b>2,325</b>	<b>17</b>

Table 12 – Number of Households Served

### Narrative Information

No report.

## **CR-25 - Homeless and Other Special Needs 91.220(d, e); 91.320(d, e); 91.520(c)**

**Evaluate the jurisdiction's progress in meeting its specific objectives for reducing and ending homelessness through:**

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

The City is a participant in the Continuum of Care.

### **Addressing the emergency shelter and transitional housing needs of homeless persons**

The City continues to fund CDBG public service activities for case management and information hotline support. The City funded 3 activities: Center for Hope and Safety to serve victims of domestic violence, Northwest Human Services youth HOST program and St Francis Shelter transitional housing program.

**Helping low-income individuals and families avoid becoming homeless, especially extremely low-income individuals and families and those who are: likely to become homeless after 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); and, receiving assistance from public or private agencies that address housing, health, social services, employment, education, or youth needs**

No report.

**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**

Applegate is a 41 unit multifamily development to serve veterans and their families. The City subsidized 4 HOME units in the development which is slated for completion in PY2025.

Sequoia Crossings is a 60 unit Permanent Supportive Housing development owned by Salem Housing Authority. The city subsidized 12 HOME units which are now occupied from participants in Coordinated Entry System operated by the Continuum of Care.

The Northwest Human Services HOST program is funded by CDBG and assisted 32 youth ages 18-24 to prevent homelessness.



## **CR-30 - Public Housing 91.220(h); 91.320(j)**

### **Actions taken to address the needs of public housing**

The City provided \$2M in funding for the Sequoia Crossings development owned by Salem Housing Authority. IDIS Activity 3382 and 3374.

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

No report.

### **Actions taken to provide assistance to troubled PHAs**

Salem Housing Authority is not a troubled PHA.

### **CR-35 - Other Actions 91.220(j)-(k); 91.320(i)-(j)**

**Actions taken 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. 91.220 (j); 91.320 (i)**

The City removed off street parking requirements for residential projects in 2023. It rezoned land from single family use to multifamily use in 2023. It allows multi family uses for residents at 80% Area Median Income (AMI) in every zoning district. It has an active non-profit low income housing tax exemption provision in its Code that allows qualifying non-profits to apply for 10 year abatements on property taxes for serving residents at 60% Area Median Income (AMI). It waives System Development Charges for new construction of units that serve residents at less than 80% of AMI. It has a multi unit housing tax incentive program that abates property taxes for up to 10 years and requires qualifying properties to reserve 15% of units for residents at less than 80% AMI. It allows all lots to build at least one Accessory Dwelling Unit without paying System Development Charges.

**Actions taken to address obstacles to meeting underserved needs. 91.220(k); 91.320(j)**

No report.

**Actions taken to reduce lead-based paint hazards. 91.220(k); 91.320(j)**

IDIS Activity 3322 Cottage Apartments converted a church into apartments and was the only building built prior to 1978. The Environmental Review tested for lead based paint and the appropriate mitigation measures were applied.

**Actions taken to reduce the number of poverty-level families. 91.220(k); 91.320(j)**

No report.

**Actions taken to develop institutional structure. 91.220(k); 91.320(j)**

The City allocated 5% of its HOME grant to its Community Housing Development Organization (CHDO), which had 2 active projects underway during the reporting period.

**Actions taken to enhance coordination between public and private housing and social service agencies. 91.220(k); 91.320(j)**

The City reorganized in 2023 and 2024 to bring all development activity under one department. It repurposed a position to become the manager of housing production programs and incentives to specifically coordinate actions between public and private housing and social service agencies. The City



created a state mandated Housing Production Strategy to identify all aspects of housing policy necessary to foster housing creation.

**Identify actions taken to overcome the effects of any impediments identified in the jurisdictions analysis of impediments to fair housing choice. 91.520(a)**

No report.

## **CR-40 - Monitoring 91.220 and 91.230**

**Describe the standards and procedures used to monitor activities carried out in furtherance of the plan and used to ensure long-term compliance with requirements of the programs involved, including minority business outreach and the comprehensive planning requirements**

Grounds and client file monitoring were performed at 16 HOME subsidized properties. Five properties had HOME pre lease up inspections. Eight HOME subsidized properties had their affordability periods extended by tolling periods of non-compliance. Both City federal program managers attended NSPIRE certification training. The City continued its participation in the Oregon Housing and Community Service streamlining program. Federal program staff members review Section 3 and Davis Bacon requirements in pre construction meetings prior to the start of each qualifying project.

## **Citizen Participation Plan 91.105(d); 91.115(d)**

**Describe the efforts to provide citizens with reasonable notice and an opportunity to comment on performance reports.**

Published CAPER on City website and published notice in legal ad section of paper of general distribution in the jurisdiction. Sent draft copies to Salem Public Library for availability at reference desk. Notified non-profit service providers of CAPER availability via email mailing list.

**CR-45 - CDBG 91.520(c)**

**Specify the nature of, and reasons for, any changes in the jurisdiction's program objectives and indications of how the jurisdiction would change its programs as a result of its experiences.**

The City changed its policy of limiting subrecipients to \$300,000 awards to allow for larger projects and to address timeliness.

**Does this Jurisdiction have any open Brownfields Economic Development Initiative (BEDI) grants?**

No

**[BEDI grantees] Describe accomplishments and program outcomes during the last year.**

## **CR-50 - HOME 24 CFR 91.520(d)**

**Include the results of on-site inspections of affordable rental housing assisted under the program to determine compliance with housing codes and other applicable regulations**

Please list those projects that should have been inspected on-site this program year based upon the schedule in 24 CFR §92.504(d). Indicate which of these were inspected and a summary of issues that were detected during the inspection. For those that were not inspected, please indicate the reason and how you will remedy the situation.

The City conducted pre lease up inspections of units, grounds and client files for Cottage Apartments, Mahonia, Sequoia Crossings and HOPE Plaza. All client files and units were satisfactory. The City--or OHCS in conjunction with the streamlining program--conducted inspections of units, grounds and client files for Chemawa, Cornerstone, Highland Station, Mill Creek Meadows, Providence Place, Renaissance, Statesman Village, White Oak, Winter and Woodmansee. All properties resolved outstanding issues and were eventually passed.

**Provide an assessment of the jurisdiction's affirmative marketing actions for HOME units. 24 CFR 91.520(e) and 24 CFR 92.351(a)**

AFFH marketing plans were reviewed during property inspections and all passed.

**Refer to IDIS reports to describe the amount and use of program income for projects, including the number of projects and owner and tenant characteristics**

No report.

**Describe other actions taken to foster and maintain affordable housing. 24 CFR 91.220(k) (STATES ONLY: Including the coordination of LIHTC with the development of affordable housing). 24 CFR 91.320(j)**

No report.

## CR-58 – Section 3

Identify the number of individuals assisted and the types of assistance provided

<b>Total Labor Hours</b>	<b>CDBG</b>	<b>HOME</b>	<b>ESG</b>	<b>HOPWA</b>	<b>HTF</b>
Total Number of Activities	0	2	0	0	0
Total Labor Hours		52,117			
Total Section 3 Worker Hours		4,257			
Total Targeted Section 3 Worker Hours		0			

**Table 13 – Total Labor Hours**

<b>Qualitative Efforts - Number of Activities by Program</b>	<b>CDBG</b>	<b>HOME</b>	<b>ESG</b>	<b>HOPWA</b>	<b>HTF</b>
Outreach efforts to generate job applicants who are Public Housing Targeted Workers					
Outreach efforts to generate job applicants who are Other Funding Targeted Workers.					
Direct, on-the job training (including apprenticeships).		2			
Indirect training such as arranging for, contracting for, or paying tuition for, off-site training.					
Technical assistance to help Section 3 workers compete for jobs (e.g., resume assistance, coaching).					
Outreach efforts to identify and secure bids from Section 3 business concerns.		2			
Technical assistance to help Section 3 business concerns understand and bid on contracts.		2			
Division of contracts into smaller jobs to facilitate participation by Section 3 business concerns.		2			
Provided or connected residents with assistance in seeking employment including: drafting resumes, preparing for interviews, finding job opportunities, connecting residents to job placement services.					
Held one or more job fairs.		2			
Provided or connected residents with supportive services that can provide direct services or referrals.					
Provided or connected residents with supportive services that provide one or more of the following: work readiness health screenings, interview clothing, uniforms, test fees, transportation.					
Assisted residents with finding child care.					
Assisted residents to apply for, or attend community college or a four year educational institution.					
Assisted residents to apply for, or attend vocational/technical training.					
Assisted residents to obtain financial literacy training and/or coaching.					
Bonding assistance, guaranties, or other efforts to support viable bids from Section 3 business concerns.					
Provided or connected residents with training on computer use or online technologies.					
Promoting the use of a business registry designed to create opportunities for disadvantaged and small businesses.		2			
Outreach, engagement, or referrals with the state one-stop system, as designed in Section 121(e)(2) of the Workforce Innovation and Opportunity Act.		2			

Other.					
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**Table 14 – Qualitative Efforts - Number of Activities by Program**

## Narrative