

## Executive Summary

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

#### 1. Introduction

As an entitlement community with a population of over 160,000, the City of Salem receives annual funding from the following HUD programs: 1) Community Development Block Grant (CDBG) and 2) HOME Investment Partnerships (HOME). These programs are intended to benefit low- and moderate-income households in the jurisdictions of Salem and Keizer.

This Annual Action Plan is developed in accordance with the amended 2015-2019 Consolidated Plan, which identifies strategies, program priorities and targets for the allocation and use of CDBG and HOME.

The estimated 2019 funding allocations are detailed below:

- **Community Development Block Grant (CDBG): \$1,482,573**
- **HOME Investment Partnerships Program (HOME): \$1,265,949**

**Total Available: \$2,748,522**

Program income, reallocation of funds from canceled projects, and past project funding reduction are included in the total funding allocation. They 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 or HOME loan funds.

This Annual Action Plan will be submitted to the U.S. Department of Housing and Urban Development as the application for program year 2019 funds.

	Source of Funds	Uses of Funds	Expected Amount Available Year 5				Expected Amount Available Remainder of ConPlan \$	Narrative Description
			Annual Allocation: \$	Program Income: \$	Prior Year: \$	Total: \$		
CDBG	public - federal	Admin, Planning & Monitoring Housing Expanded and Rehab Public Services Economic Development	1,307,573	175,000	0	1,482,573	0	Final ConPlan Year
HOME	public - federal	Admin, Planning & Monitoring Homeowner rehab Multifamily rental rehab TBRA Security Deposits CHDO Activity	750,949	275,000	240,000	1,265,949	0	Final ConPlan Year

## 2. Summarize the objectives and outcomes identified in the Plan

As of October 1, 2006, all HUD-funded activities must fit within the Outcome Performance Measurement Framework to provide standardized measurements nationwide. The framework consists of a matrix of three objectives (i.e., Decent Housing, Suitable Living Environment, and Economic Opportunity) and three outcomes (i.e., Availability/Accessibility, Affordability, and Sustainability).

Funds for the 2019 Program Year will be allocated among these objectives and outcomes. Please refer to the 2015 – 2019 Consolidated Plan for descriptions of the specific objectives and outcomes. Please also refer to sections AP-35 and AP-38 for detailed information on specific activities, including the amount of funds to be expended for each project or activity.

The City's Federal Programs staff utilizes the above objectives and outcomes to determine the eligibility of programs and projects submitted during the application eligibility process.

### **3. Evaluation of past performance**

The City of Salem evaluates its performance annually on meeting the goals of the strategic plan and the action plan. The Consolidated Annual Performance & Evaluation Report (CAPER) is submitted to HUD 90 days after the close of the Consolidated Plan program year. The most recent past performance and evaluation reports can be found at: <https://www.cityofsalem.net/citydocuments/consolidated-annual-performance-and-evaluation-report-2017-2018.pdf>

### **4. Summary of Citizen Participation Process and consultation process**

The Citizen Participation Plan provides for, and encourages, citizens to participate in the planning, development, implementation, and evaluation of the City Housing and Community Development plans and programs. The Citizen Participation Plan focuses on public involvement in the process of developing the City's Housing and Community Development Consolidated Plan (Consolidated Plan), Annual Action Plan, and the Consolidated Annual Performance and Evaluation Report (CAPER). Substantial amendments to the Consolidated Plan and the Annual Action Plan go before citizens for evaluation and comment prior to City Council approval.

The Consolidated Plan relies on multiple planning efforts from a variety of sources to inform the allocations of the Consolidated Plan funds. Most important to this effort is the awareness that the HUD funds are part of a much larger funding picture for housing, human services, and community development in the City of Salem.

#### Annual Plan Consultation Process

- February 1, 2019 the City published a notice announcing the opening of the 2019-2020 application cycle. The notice included the funding priorities and timeline. The priorities and availability of the timeline were publicized in the Statesman Journal, on the City's website and other social media.

- The City hosted three application technical assistance workshops to assist potential applicants. Interested persons were encouraged to attend the sessions.

- Tues., Feb. 5, 2019 at 10:30 a.m., City of Salem Urban Development Conference Room located at 350 Commercial St. NE, Salem, Ore.

- Wed., Feb. 6, 2019 at 9 a.m., City of Salem Urban Development Conference Room located at 350 Commercial St. NE, Salem, Ore.

- Mon., Feb. 11, 2019 at 3 p.m., City of Salem Urban Development Conference Room located at 350 Commercial St. NE, Salem, Ore.

Workshop training material was also made available at regularly held meetings of the housing and social service community: • Health and Housing Committee Meeting on Mon., Feb. 11 and Emergency Housing Network (EHN) on Feb. 14

- April 19, 2019 the City issued funding recommendations on website and to persons on the City's listserve.
- Advertised availability of the draft 2019 Annual Action Plan for public comment and the public hearing. Public Comment Period –April 20, 2019 – May 20, 2019
- Keizer City Council Public Hearing – TBD
- Salem City Council Public Hearing – May 28, 2019

## 5. Summary of public comments

**TBD after Public Comment Period**

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

**TBD after Public Comment Period**

## 7. Summary

The Consolidated Plan and subsequent Annual Action Plan take into consideration current planning efforts across the City of Salem including, but not limited to, the Housing Needs Assessment, Economic Opportunity Analysis, and the Community Economic Development Strategy. The Consolidated Plan utilizes coordinated planning, analysis of local, regional, and national data, and citizen input to identify projects of the highest priority during the five year plan period.

The City issued an RFP for a consultant to assist staff in gathering data and community input for the 2020-2024 Consolidated Plan. The responses are currently under review. It is anticipated that the successful responder will be procured by June 30, 2019. The City will then embark on a multi-month community planning process to develop local priorities applicable to the conditions in the jurisdiction for the 2020-2024 AAP.

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

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

<b>Agency Role</b>	<b>Name</b>	<b>Department/Agency</b>
Lead Agency	SALEM	
CDBG Administrator		City of Salem
HOME Administrator		City of Salem

**Table 1 – Responsible Agencies**

### **Narrative (optional)**

City of Salem Urban Development Department's Federal Programs Division manages housing and community development activities with CDBG and HOME funds. HOME funds are received through the Salem/Keizer HOME Consortium - an intergovernmental partnership between the cities of Salem and Keizer. The City of Salem receives both CDBG and HOME funds. Annually, the City awards funding through a competitive application process. These funds provide financing for housing activities, economic development, community development, social services (public services), and public improvements for the benefit of low and moderate income individuals, families, and neighborhoods across the area.

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.

The Federal Programs staff is housed in the City's Urban Development Department. Our mailing address is 350 Commercial Street NE, Salem, OR 97301. The Federal Programs staff may be reached by calling 503-588-6178; TTY 503-588-6370.

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

### **1. Introduction**

The citizen participation process implemented by the City is developed to encourage input from community stakeholders and citizens of Salem and Keizer. These entities, along with community members are given an opportunity to review and comment on the information contained in this Annual Action Plan and other plans and reports developed by the City.

This AAP relies on planning efforts conducted by the Mayors and Councils for both Salem and Keizer, Oregon Housing and Community Services (OHCS), Salem Housing Authority, and service providers. Staff also participated in national conferences, seminars and policy/strategy sessions to learn about best and promising practices in housing, community sustainability, equity issues and homelessness intervention and prevention.

- The City of Salem is committed to work alongside the businesses, property owners, private non-profit organizations, and communities of faith, to reduce homelessness and serve the needs of homeless families and individuals. City Council also formed the Downtown Homeless Solutions Task Force. The task force recommendations were reported back to the Council in January. Task Force information is located on the City's website:  
<https://www.cityofsalem.net/Pages/downtown-homeless-solutions-task-force.aspx>
- The City of Keizer is in the process of completing a Housing Needs Analysis. The City of Keizer is developing a Housing Needs Analysis (HNA) and Buildable Lands Inventory (BLI). The project will provide information to the City about Keizer's housing market, provide a basis for updating the Housing Element and housing policies of Keizer's Comprehensive Land Use Plan, and will determine if the city has enough residential land to accommodate future projected population growth. The project will provide information about housing and socio-economic trends, inventory buildable residential land, and describe the need for new housing, and ultimately determine whether Keizer currently has enough land to meet identified housing needs. The HNA will provide a factual basis for understanding housing needs, particularly need for housing affordable for households of all income levels, and for developing policies to better meet Keizer's housing needs. Information about the Keizer HNA can be found at:  
<https://www.keizer.org/housing-needs-analysis-and-buildable-lands-inventory>
- The Mid-Willamette Homeless Initiative (MWHI) Strategic Plan (Strategic Plan) was adopted in February of 2017. The City of Salem has partially-funded a Program Coordinator position housed with the Mid-Willamette Valley Council of Governments to implement the Strategic Plan. The collaboration resulted in a Service and Resource Inventory Map, a Money Map based upon 2017-2018 information, research on panhandling programs and an analysis of the Continuum of Care organizational structure. Homeless Initiative information can be found on the Mid-

Willamette Valley Council of Governments (COG) website:

<http://www.mwvcog.org/programs/homeless-initiative/>

- OHCS completed the Oregon Statewide Housing Plan – Breaking New Ground – City of Salem participated in the plan development. A summary can be found at this link:  
<https://www.oregon.gov/ohcs/DO/shp/SWHP-Executive-Summary.pdf>

The framework set by these initiatives helped serve as guides for the allocation of federal and local funds via this 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(I))**

Activities to enhance coordination between social service providers, developers and healthcare groups include participation in the Emergency Housing Network (EHN), Mid-Willamette Valley Health and Housing Work Group, and the Salem Keizer Collaboration. Additionally, staff has strengthened coordination between CDBG / HOME funding and the Salem Keizer School District.

A series of agency meetings were held to encourage private and non-profit developers to apply for resources (Federal, State, and Local) to meet the regions current housing production needs. The City is evaluating multifamily design standards and invited non-profits currently receiving CDBG/HOME funds to participate in the focus groups. The project goals are to provide greater flexibility in how multifamily design standards can be met and create new design standards for small multifamily housing projects. More information on the process can be found at: <https://www.cityofsalem.net/Pages/updating-multifamily-housing-design-requirements.aspx>.

The City entered into an Intergovernmental Agreement with the Council of Governments (COG) to hire a regional Homeless Program Coordinator. Other partners include Marion County, the cities of Keizer, Monmouth and Independence. The duties of the position include, but not limited to: convening identified stakeholders on a regular basis, creating specialty subgroups as needed, to facilitate implementation of Mid-Willamette Valley Homeless Initiative (MWHI) plan. The Urban Development Director is on the steering committee. The link to the plan is provided above.

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

City staff attend and participate in the Mid-Willamette Valley Health and Housing Work Group. The purpose of the Work Group is to ensure accountability within our community as it pertains to the social determinants of health with regards to safe and suitable housing. Additional information regarding MWVHH can be found at: <https://mwvhealthandhousing.blogspot.com/>

**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 Federal Programs staff actively participate in the Continuum of Care (CoC) HMIS and Coordinated Entry workgroups. Monthly meetings are held to address policies and procedures for the member entities. Staff is also involved in the benchmarking of accomplishments and development of scoring for project funding.

In July 2011, members of the Mid-Valley Housing and Services Collaborative, the steering committee for the Salem/Marion/Polk CoC, voted unanimously to join the Rural Oregon Continuum of Care (ROCC), a “balance of state” CoC model, now comprised of 28 counties including Marion and Polk. The ROCC is administered by Community Action Partners of Oregon and has two designated staff.

The rationale for joining the ROCC included concerns about increasing federal expectations for data collection and reporting, a hope that the Marion-Polk region would become more successful to compete for “bonus” dollars, and assurances from the ROCC that the Marion-Polk region’s projects would be held harmless in the first year and would be supported to be successful in future years. Since 2011, homelessness has become a more prominent community issue, with increasing numbers of visible homeless people and expectations from constituents that cities and counties invest in strategies that “fix the problem.”

A consultant for the Mid-Willamette Valley Homeless Initiative Steering Committee prepared an issue brief to examine policy questions relating to whether or not the region should withdraw from the ROCC and re-establish its own CoC. The results of this research and recommendations will be presented to the Salem City Council at a work session scheduled for April 22, 2019. The City of Keizer will also review this policy question.



**Describe consultation with the Continuum(s) of Care that serves the jurisdiction's area in determining how to allocate Emergency Solutions Grant 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 McKinney-Vento resources for the City. The MWVCAA, as a member of the Rural Oregon Continuum of Care (CoC), also coordinates the local CoC effort for Marion and Polk counties guided by the Marion and Polk Counties Plan to End Homelessness. The City is working with MWVCAA to ensure that the ESG resources align with previously mentioned community efforts to address homelessness. These community efforts include street outreach, expansion of the day resource center, homelessness prevention and rapid rehousing, emergency shelter facilities, warming center network and coordinated entry assessments. The jurisdiction worked with MWVCAA to develop standards, policies and procedures for these efforts.

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**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	<b>Agency/Group/Organization</b>	Salem Interfaith Hospitality Network
	<b>Agency/Group/Organization Type</b>	Services-homeless Other government - Local
	<b>What section of the Plan was addressed by Consultation?</b>	Housing Need Assessment Homeless Needs - Chronically homeless Homeless Needs - Families with children Homelessness Strategy Non-Homeless Special Needs
	<b>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</b>	Salem Interfaith submitted applications for a tenant based rental assistance program, Fresh Start, and for homeless case management. The TBRA program was awarded funding. This is also CoC funded organization.

2	<b>Agency/Group/Organization</b>	NORTHWEST HUMAN SERVICES
	<b>Agency/Group/Organization Type</b>	Services - Housing Services-Children Services-Persons with Disabilities Services-homeless Services-Education Health Agency
	<b>What section of the Plan was addressed by Consultation?</b>	Housing Need Assessment Homeless Needs - Chronically homeless Homeless Needs - Families with children Homelessness Needs - Unaccompanied youth Homelessness Strategy Anti-poverty Strategy
	<b>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</b>	Northwest Human Services submitted two applications for General Funds dedicated to public services. They have been awarded funding for both programs. One is the Crisis Hotline and the other is the HOST program. Crisis Hotline provides case management and emergency direct assistance to those in crisis. The HOST program provides homeless case management services to youth.
3	<b>Agency/Group/Organization</b>	Congregations Helping People
	<b>Agency/Group/Organization Type</b>	Services - Housing Services-Victims of Domestic Violence Services-homeless
	<b>What section of the Plan was addressed by Consultation?</b>	Housing Need Assessment Anti-poverty Strategy
	<b>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</b>	Congregations Helping People submitted an application for funding. The Housing Assistance Program provides one-time subsistence payments to families in crisis for rent.
5	<b>Agency/Group/Organization</b>	SALEM HOUSING AUTHORITY
	<b>Agency/Group/Organization Type</b>	PHA
	<b>What section of the Plan was addressed by Consultation?</b>	Housing Need Assessment Public Housing Needs Anti-poverty Strategy

	<b>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</b>	In 2018 SHA submitted both HOME and CDBG applications for Yaquina Hall rehabilitation of affordable rental housing. The project is expected to be completed in 2020. 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 in regards to income restrictions and rent restrictions. The City reviewed the SHAs Annual and Five year Plan to ensure consistency with the Consolidated.
6	<b>Agency/Group/Organization</b>	Marion Polk Food Share
	<b>Agency/Group/Organization Type</b>	Regional organization
	<b>What section of the Plan was addressed by Consultation?</b>	Anti-poverty Strategy
	<b>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</b>	Marion Polk Food Share has been awarded funding for the purchase of emergency food resources through General Fund dollars dedicated to public services.
7	<b>Agency/Group/Organization</b>	Micro-Enterprise Resources Initiatives and Training
	<b>Agency/Group/Organization Type</b>	Services-Education
	<b>What section of the Plan was addressed by Consultation?</b>	Economic Development
	<b>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</b>	MERIT has been provided funding for a microenterprise program for low and moderate income business owners.
9	<b>Agency/Group/Organization</b>	St. Francis Shelter
	<b>Agency/Group/Organization Type</b>	Services - Housing Services-Children Services-Victims of Domestic Violence Services-homeless

	<b>What section of the Plan was addressed by Consultation?</b>	Housing Need Assessment Homeless Needs - Chronically homeless Homeless Needs - Families with children Homelessness Strategy Anti-poverty Strategy
	<b>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</b>	St. Francis Shelter has been awarded General Funds dedicated to public services for homeless case management for families living in transitional housing.
10	<b>Agency/Group/Organization</b>	Center for Hope and Safety
	<b>Agency/Group/Organization Type</b>	Services - Housing Services-Children Services-Victims of Domestic Violence Services-homeless
	<b>What section of the Plan was addressed by Consultation?</b>	Housing Need Assessment Homeless Needs - Families with children Non-Homeless Special Needs Anti-poverty Strategy
	<b>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</b>	Center for Hope and Safety has been awarded funding for case management that will be provided to victims of domestic violence, human trafficking, and stalking.
11	<b>Agency/Group/Organization</b>	Women at the Well
	<b>Agency/Group/Organization Type</b>	Services-homeless
	<b>What section of the Plan was addressed by Consultation?</b>	Housing Need Assessment Homeless Needs - Chronically homeless Homelessness Strategy Anti-poverty Strategy
	<b>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</b>	Women at the Well Grace House submitted an application for general funds for case management that would be provided to homeless women. They were funded.
13	<b>Agency/Group/Organization</b>	Emergency Housing Network
	<b>Agency/Group/Organization Type</b>	Inclusive Service Network

	<b>What section of the Plan was addressed by Consultation?</b>	Housing Need Assessment Public Housing Needs Homeless Needs - Chronically homeless Homeless Needs - Families with children Homelessness Needs - Veterans Homelessness Needs - Unaccompanied youth Non-Homeless Special Needs Economic Development Anti-poverty Strategy
	<b>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</b>	Federal Programs staff regularly attends the Emergency Housing Network meetings, providing updates and information including opportunities for input and review.
14	<b>Agency/Group/Organization</b>	NEDCO
	<b>Agency/Group/Organization Type</b>	Housing Community Development Financial Institution
	<b>What section of the Plan was addressed by Consultation?</b>	Homelessness Strategy Economic Development Anti-poverty Strategy
	<b>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</b>	NEDOC and Northwest Housing Services are recognized as a Community Housing Development Organization (CHDO).
15	<b>Agency/Group/Organization</b>	Garten Services, Inc.
	<b>Agency/Group/Organization Type</b>	Services-Persons with Disabilities Services-Education Services-Employment
	<b>What section of the Plan was addressed by Consultation?</b>	Economic Development
	<b>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</b>	Garten provided tours of recycling facility and discussed need for economic opportunities for specialized populations. They submitted an application in 2018 for equipment to increase production and add jobs. This project was stalled and is included as a carryover project.

16	<b>Agency/Group/Organization</b>	Rural Oregon Continuum of Care
	<b>Agency/Group/Organization Type</b>	Regional organization Planning organization
	<b>What section of the Plan was addressed by Consultation?</b>	Housing Need Assessment Homeless Needs - Chronically homeless Homeless Needs - Families with children Homelessness Needs - Veterans Homelessness Needs - Unaccompanied youth Homelessness Strategy Anti-poverty Strategy
	<b>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</b>	The ROCC local provided updated information in the Annual Action Plan related to the leveraging of McKinney Vento funding within our community. City staff provide input into the overlapping areas addressing homelessness and housing.
18	<b>Agency/Group/Organization</b>	Mid-Willamette Community Action Agency
	<b>Agency/Group/Organization Type</b>	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
	<b>What section of the Plan was addressed by Consultation?</b>	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

	<b>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</b>	The Mid-Willamette Valley Community Action Agency, as the local arm of the Rural Oregon Continuum of Care provided information from the Point in Time Count including numbers, updates to questions asked etc. The outcomes of consulting with MWVCAA include more up to date information and the ability for improved coordination in data collection and use.
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### Identify any Agency Types not consulted and provide rationale for not consulting

A wide range of affordable housing agencies, social service agencies, economic development partners, and others were consulted during this Consolidated Plan process and subsequently as listed above for the Annual Action Plan and public meetings.

### 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 Valley Community Action Agency	The 2015-2019 ConPlan will steer community housing, and economic development programs to ensure that homeless persons recover, and acquire necessary support services that ensure self-sufficiency. This will be achieved by implementing the CoC's 10-Year Plan to End Chronic Homelessness. The objectives of the CoC 10-Year Plan to End Chronic Homelessness include: Create new permanent housing beds for the chronically homeless (60 beds in 10 years); increase the percentage of homeless persons staying in permanent housing over six months to at least 71 percent (increase from 80 percent to 85 percent); increase the percentage of homeless persons moving from transitional housing to permanent housing; increase the percentage of homeless persons employed at completion of the self-sufficiency program (from 33 to 40 percent); decrease the number of homeless households with children (from 292 to at most 155). City staff participate in the annual Point in Time Count (PIT) led by MWVCAA.

Name of Plan	Lead Organization	How do the goals of your Strategic Plan overlap with the goals of each plan?
Housing Needs Assessment	City of Salem City of Keizer	The HNA validates information collected during the Consolidated Plan process. The goal of more aging in place housing and the increase in job training and job creation programs and projects over the next five years is a shared goal. The HNA indicates the need for additional affordable housing.
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.
Mid-Willamette Homeless Initiative	City of Salem, Marion County, City of Keizer, and Polk County	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.
City of Salem Strategic Plan	City of Salem	Housing First strategy, development of new affordable housing, coordination of local social services, and funding a program for rental assistance for homeless people.
Statewide Housing Plan	Oregon Housing and Community Services	The Statewide Housing Plan includes reliable data that will allow decision makers to consider impacts and alternatives to funding affordable housing.

**Table 3 – Other local / regional / federal planning efforts**

### **Narrative (optional)**



## **AP-12 Participation – 91.105, 91.200(c)**

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

Federal regulations require recipients of CDBG and HOME funds follow an approved Citizen Participation Plan in order to receive continued funding. The City of Salem's Citizen Participation Plan sets forth policies and procedures for the City for citizen participation. The citizen participation process implemented by the City is developed to encourage input from community stakeholders and citizens of Salem and Keizer. Local private and public support organizations including social service agencies, state assistance programs, local housing authorities, and citizen boards and commissions, work to meet the needs of the homeless and low and moderate-income persons in Salem and Keizer. These households and individuals are given an opportunity to review and comment on the information contained in this Consolidated Plan, subsequent Annual Action Plan and other plans and reports developed by the City.

Key components of the citizen participation process for this Annual Action Plan include:

- Notifications in media outlets including English and Spanish publications
- Informational reports to the Emergency Housing Network and other community groups
- Final public comment period and a public hearing on the draft Annual Action Plan

## 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	Newspaper Ad	Non-targeted/broad community	The Public Notice was posted in the April 19, 2019 Statesman Journal for the comment period of April 20, 2019 – May 20, 2019.	TBD after comment period expires	TBD after comment period expires	
2	Public Hearing	Social Service and Housing Agencies	Salem Public Hearing to be held on May 28, 2019.	TBD after comment period expires	TBD after comment period expires	

Sort Order	Mode of Outreach	Target of Outreach	Summary of response/attendance	Summary of comments received	Summary of comments not accepted and reasons	URL (If applicable)
3	Media Release	<p>Minorities</p> <p>Non-English Speaking - Specify other language: Spanish</p> <p>Non-targeted/broad community</p>	<p>A media release was issued to announce the comment period. Salem, Marion &amp; Polk Media: KBZY, Keizertimes, KMUZ 88.5/KYAC, Salem; LPFM 94.9 Mill City, KSHO 920; KGAL 1580, Salem News, Polk County Itemizer Observer, Dallas, Statesman Journal, Stayton Mail, The Appeal Tribune, Silverton, Woodburn IndependentPortland Metro Multicultural Media:Asian Reporter Portland, El Hispanic News Portland, The Portland Observer, Yuuyake Shimbun PortlandAnd also sent via email to:'lvilla@kwip.com'; 'news@asianreporter.com'; 'noticias@kunptv.com'; 'carmenlu@latinmedianw.com'; 'nvtbnews@aol.com'; 'ktoon@orcities.org'; 'rrivero@bustosmedia.com'; 'alan@cctvsalem.org'; 'contact@ellatinodehoy.com'; 'ddc@lapantera940.com';</p>	TBD after comment period expires	TBD after comment period expires	

Sort Order	Mode of Outreach	Target of Outreach	Summary of response/attendance	Summary of comments received	Summary of comments not accepted and reasons	URL (If applicable)
4	Mailing to City of Salem Listserves	Non-targeted/broad community	A media release was issued to announce the comment period and public hearing information.	TBD after comment period expires	TBD after comment period expires	
5	Meeting Attendance	Minorities	Attended monthly meeting. Announced the public comment period. NAACP May, 2019.	TBD after comment period expires	TBD after comment period expires	
6	Public Hearing	Non-targeted/broad community	The Keizer City Council conducted a public hearing date TBD.	TBD after comment period expires	TBD after comment period expires	

**Table 4 – Citizen Participation Outreach**

## **Expected Resources**

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

#### **Introduction**

Community Development Block Grants (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 economic development, assistance to low and moderate-income persons, decent housing, neighborhood revitalization, and the prevention and elimination of slums and blight. In conjunction with the entitlement allocations, the City contributes \$400,000 of General Fund dollars for various social service programs and for the annual Salem-Keizer Community Connect. The General Funds will be allocated to support individuals and families in need of essential services such as food, shelter, health care, etc. The 15% CDBG social service allocation works in conjunction with the General Funds toward meeting the same goals.

Eligible CDBG activities include, but are not limited to:

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

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

homebuyer assistance; these activities are aimed at developing and providing affordable housing for low and moderate-income persons. Eligible HOME activities include:

- Tenant-Based Rental Assistance- Rental assistance, and Security Deposit programs
- Rental Housing Activities- New construction, rehabilitation, site improvement
- Housing- Homebuyer activities and homeowner rehabilitation

	Source of Funds	Uses of Funds	Expected Amount Available Year 5				Expected Amount Available Reminder of ConPlan \$	Narrative Description
			Annual Allocation: \$	Program Income: \$	Prior Year: \$	Total: \$		
CDBG	public - federal	Admin, Planning & Monitoring Housing Public Services Economic Development	1,307,573	175,000	0	1,482,573		Final ConPlan Year
HOME	public - federal	Admin, Planning & Monitoring Homeowner rehab Multifamily rental rehab TBRA Security Deposits CHDO Activity	750,949	275,000	240,000	1,265,949		Final ConPlan Year

Program Income (PI), reallocation of funds from canceled projects, and past project funding reduction will supplement the entitlement funds received by the City to complete projects. PI is an additional source of funds generated in whole, or in part by repayment of CDBG or HOME loan funds. The City does not participate in a Section 108 loan guarantee program therefore does not receive any loan proceeds.

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

Leveraged Funds

As a result of both federal mandate and local policy, each of the City's entitlement programs requires or encourages some level of "match" or "leveraging" - financing from other sources in addition to the requested entitlement funds. For instance, locally adopted policies for the HOME program require that 25% of the project cost be accounted for by matching funds.

HOME Match

The City will ensure matching contributions from non-federal sources are made to housing that qualifies under the HOME program (other than Tenant Based Rental Assistance). Possible sources of match may include, but are not limited to private grants, donated real property, value of donated or voluntary labor of professional services, sweat equity, cash contribution by non-federal sources, proceeds from bonds not repaid with revenue from an affordable housing project and/or state and local taxes, charges or fees.

It should be noted that some HOME projects may not yet meet the 25% match requirement at the time of application but future match may be obtained through things such as property tax exemption which is realized once the property is leased up and operating. Currently, Salem/Salem & Keizer Consortium has a surplus of match in its account. Federal funds from other agencies are not considered eligible match.

CDBG Match

CDBG funds will be leveraged with other sources of funds (ie. private, local government, non-profit, etc.) These funds are used to spur economic development for job creation and retention, address the affordable housing and public facilities needs via rehabilitation, reconstruction, relocation/temporary relocation, clearance for affordable housing, parks, public facilities and substantial rehabilitation.

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

This is not applicable to the City of Salem. There is no publically owned land or property to use in addressing the needs identified in the Annual Plan.



## 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	Promote Economic Development	2015	2019	Non-Housing Community Development	Salem Citywide	Direct Assistance to Microenterprises Microenterprise Training and Technical Assistance	CDBG: \$106,800	Jobs created/retained: Businesses assisted: 20 Businesses Assisted
2	End Homelessness-Public Service	2015	2019	Homeless	Salem Citywide	Emergency Shelters: Case Management and Facility	CDBG: \$90,000	Public service activities other than Low/Moderate Income Housing Benefit: 2000 Persons Assisted
3	End Homelessness-Subsistence Payments	2015	2019	Homeless	Salem Citywide	Homeless Prevention Subsidies/Subsistence Payments	CDBG: \$55,000  HOME: \$270,000	Public service activities for Low/Moderate Income Housing Benefit: 200 Households Assisted

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
4	End Homelessness-TBRA and Transitional Housing	2015	2019	Homeless	Salem Citywide	Coordinated Access to Housing Warming Center Network	HOME: \$473,354  CDBG: \$77,386	Tenant-based rental assistance / Rapid Rehousing: 90 Households Assisted  Security Deposits: 180 households assisted  Warming Centers: 400 Persons Assisted
5	Expand Affordable Housing	2015	2019	Affordable Housing	Salem Citywide	Rehabilitation/Conversion Affordable Housing	CDBG: \$783,832	Household Housing Unit Rental units rehabilitated: 105 Household Units
6	Housing Development/Rehab/Expansion	2015	2019	Affordable Housing	Salem Citywide	Rehabilitation/Conversion Affordable Housing	HOME: \$180,000	CHDO Set-aside

**Table 5 – Goals Summary**

## Goal Descriptions

1	<b>Goal Name</b>	Promote Economic Development
	<b>Goal Description</b>	The following program has been awarded funding under Economic Development: <ul style="list-style-type: none"> <li>• MERIT - Microenterprise training and technical assistance</li> </ul>
2	<b>Goal Name</b>	End Homelessness-Public Service
	<b>Goal Description</b>	The following programs have been awarded under End Homelessness- Public Service: Case management provided by the following: <ul style="list-style-type: none"> <li>• Center for Hope and Safety (Case Management)</li> <li>• Women at the Well (Case Management)</li> </ul>
3	<b>Goal Name</b>	End Homelessness-Subsistence Payments
	<b>Goal Description</b>	The following program has been awarded funding under End Homelessness-Subsistence Payments: <ul style="list-style-type: none"> <li>• Congregations Helping People - Interim Housing (one-time rental assistance/Subsistence Payments)</li> </ul>
4	<b>Goal Name</b>	End Homelessness-TBRA and Transitional Housing
	<b>Goal Description</b>	The following programs have been awarded funding under goal End Homelessness-TBRA and Housing Payments: <ul style="list-style-type: none"> <li>• Salem Interfaith Hospitality Network - TBRA in conjunction with supportive services funded by CDBG</li> <li>• Salem Housing Authority – Security Deposits</li> </ul>
5	<b>Goal Name</b>	Expand Affordable Housing
	<b>Goal Description</b>	The following are programs and projects included in this Project that have been awarded funding for the 2019-2020 Plan Year: <ul style="list-style-type: none"> <li>• Salem Housing Authority-Yaquina Hall (rehabilitation of 50 affordable housing units) CDBG &amp; HOME carryover allocation</li> </ul>
6	<b>Goal Name</b>	Housing activities based upon CHDO designation
	<b>Goal Description</b>	CHDO Activity - TBD

## Projects

### AP-35 Projects – 91.220(d)

#### Introduction

The CDBG funding is restricted to use for residents of the City of Salem. The area is outlined by the city limits. This boundary has been applied to a Google Maps and Salem Maps application for a much easier determination of eligibility of projects and clients.

The HOME funding is restricted to use for residents of the cities of Salem and Keizer. This area is also determined by the city limits of the two cities. This boundary has been applied as an area to a Google Maps application for easier determination of eligibility.

The City has a HUD approved Neighborhood Revitalization Strategy Area (NRSA), an area of low-income and minority concentration. This area encompasses the central core of the City of Salem, stretching to the Northeast, to the Southeast, and to the east of downtown. There are many industrial, residential and commercial opportunities in this area. This area has been layered to the jurisdictional map the City created for project and/or client eligibility on the Salem Maps application.

#### Projects

#	Project Name
1	End Homelessness
2	Expand Affordable Housing
3	Neighborhood Revitalization
4	Promote Economic Development
5	Administrative Costs

**Table 6 - Project Information**

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

Oregon has disproportionately large homeless populations. Oregon's general population represents 1.3 percent of the total U.S. population. By contrast, the state's homeless population is proportionately twice as large, reaching 2.6 percent of the U.S. total. The state's chronically homeless population represents 4.5 percent of U.S. total, and its unsheltered population is 4.6 percent of the national total.

High rents are to blame for the severity of the state's homelessness crisis. Economist John Quigley and Steven Raphael were among the first to demonstrate that housing affordability—rather than personal circumstances—is the key to predicting the relative severity of homelessness across the United States. They estimated that a 10.0 percent increase in rent leads to a 13.6 percent increase in the rate of homelessness. To afford a two-bedroom home in Salem, Oregon, you need a job paying at least \$21.26 an hour (\$43,370 a year), according to a new report from the National Low Income Housing Coalition. The average income of a Salem resident is \$11.37 per hour (\$23,201 a year).

Homelessness disproportionately affects many racial or ethnic minority groups. The African American share of the homeless population (6.0 percent) is more than three times their share of the general population (1.9 percent). Similarly, the share of homeless individuals who identify as American Indian/Alaskan Native is 3.5 times this group's representation in the general population, and the share of homeless individuals who identify as Native Hawaiian/Pacific Islander is 3.25 times this group's representation in the general population.

Housing instability affects many more children than conventional homeless counts would suggest. The U.S. Department of Housing and Urban Development (HUD) point-in-time (PIT) counts show about 2,500 children are experiencing homelessness in recent years. By contrast, the Oregon Department of Education (ODE) reports almost 22,000 in the 2017-18 school year. Homeless students under the ODE definition are those who lack a "fixed, regular, or adequate nighttime residence." This count includes sheltered and unsheltered students who are included in the HUD PIT definition but additionally extends to students who are doubled-up in shared housing, living in a hotel or motel, or who are unaccompanied by adults.

Major factors in AAP activities in Salem and Keizer include:

- The preliminary results from the 2019 PIT Count indicate that the number of persons experiencing homelessness in Salem has increased by as much as 20% in 12 months.
- A trend of charging "double-deposits" as well as first and last month rent has limited the number of formerly homeless individuals that can be rapidly re-housed.
- The current housing market with vacancy rates under 4% and escalating rents is causing displacement of low-income households especially seniors and persons with disabilities on fixed incomes.

- An increase in Veterans living unsheltered and experiencing mental health diagnosis.
- Housing units needed to address the crisis is calculated at over 20,000.
- Warming Centers for persons who are unsheltered is a matter of life and death.

## **AP-38 Project Summary**

### **Project Summary Information**

<b>1</b>	Promote Economic Development	Direct Assistance to Microenterprises Microenterprise Training and Technical Assistance	CDBG: \$106,800	Jobs created/retained: Businesses assisted: 20 Businesses Assisted
<b>2</b>	End Homelessness- Public Service	Emergency Shelters: Case Management and Facility	CDBG: \$90,000	Public service activities other than Low/Moderate Income Housing Benefit: 2000 Persons Assisted
<b>3</b>	End Homelessness- Subsistence Payments	Homeless Prevention Subsidies/Subsistence Payments/ Security Deposits	CDBG: \$55,000 HOME: \$270,000	Public service activities for Low/Moderate Income Housing Benefit: 200 Households Assisted  Security Deposits: 180 households assisted
<b>4</b>	End Homelessness- TBRA and Transitional Housing	Coordinated Access to Housing Warming Center Network	HOME: \$473,354 CDBG: \$77,386	Tenant-based rental assistance / Rapid Rehousing: 90 Households Assisted  Warming Centers: 400 Persons Assisted

<b>5</b>	Expand Affordable Housing	Rehabilitation/Conversion on Affordable Housing	CDBG: \$783,832  Yaquina Hall: \$451,960 (Backfill balance from previous commitment)  Fisher/Sizemore: \$81,358  Polk CDC: \$180,530  Westcare: \$69,984	Household Housing Unit Rental units rehabilitated: 105 Household Units
<b>6</b>	Housing Development/Rehab/Expansion	Rehabilitation/Conversion on Affordable Housing	HOME: \$180,000	CHDO set-aside



<b>Funding</b>	CDBG: \$296,515 HOME: \$102,595
<b>Description</b>	This project is for the payment of administrative costs.
<b>Target Date</b>	6/30/2019
<b>Estimate the number and type of families that will benefit from the proposed activities</b>	This project is for administrative costs.
<b>Location Description</b>	City of Salem and City of Keizer (Keizer included for HOME Program as a Consortium).
<b>Planned Activities</b>	Payment of Administrative costs associated with the HOME and CDBG program funds.

## 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

The CDBG funding is restricted to use for residents of the city of Salem. The area is outlined by the city limits. This boundary has been applied to a Google maps and Salem Maps application for a much easier determination of eligibility of projects and clients. The CDBG eligibility map can be found on the City's website at: <https://www.cityofsalem.net/federalprograms>.

The HOME funding is restricted to use for residents of the cities of Salem and Keizer. This area is also determined by the city limits of the two cities. This boundary has been applied as an area to a Google Maps and Salem Maps application for easier determination of eligibility. The Salem eligibility area can be found at <https://www.cityofsalem.net/federalprograms>. A map of Keizer's boundaries can be found at: <https://evogov.s3.amazonaws.com/media/60/media/16710.pdf>.

**Table 7 - Geographic Distribution**

Target Area	Percentage of Funds
Central Salem	
Salem / Keizer Citywide (HOME is eligible in Keizer)	95.5%
NRSA	4.5%

### Rationale for the priorities for allocating investments geographically

The City of Salem is a Community Development Block Grant (CDBG) entitlement community and receives the grant funds from the US Department of Housing and Urban Development (HUD). The annual allocations are determined through specific formulas created by HUD and Congress. The CDBG funds received by the City are utilized within the city limits of Salem. This includes all physical projects and services provided only for those with addresses within the boundary described. Physical addresses are verified against a Google and or Salem Maps boundary map to ensure compliance with this restriction. For microenterprise training recipients, the residential or business address must be within these boundaries.

HOME Investment Partnership (HOME) grant is allocated to both the City of Salem and Keizer through a consortium agreement making both cities and entitlement community. The HOME funds received by the consortium are utilized within the city limits of Salem and Keizer.

The city of Salem created a Neighborhood Revitalization Strategy Area (NRSA) in 2009. During the 2015-2019 Consolidated Planning period, the NRSA was renewed. Programs and projects submitting applications for funding within the NRSA are given additional points during the application scoring. The city of Salem continues to provide outreach and technical assistance regarding the NRSA and the

advantages of programs and projects within this area. For the 2019-2020 Plan Year, one project, MERIT has been awarded funding in the NRSA.

### **Discussion**

Special considerations for projects and/or programs applying within the NRSA are given if they meet one of the goals defined in the Consolidated Plan.

## Affordable Housing

### AP-55 Affordable Housing – 91.220(g)

#### Introduction

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

**Table 8 - One Year Goals for Affordable Housing by Support Requirement**

One Year Goals for the Number of Households to be Supported	
Homeless	2975
Non-Homeless	20
Special-Needs	
Total	2995

**Table 9 - One Year Goals for Affordable Housing by Support Type**

One Year Goals for the Number of Households Supported Through	
Rental Assistance	90
The Production of New Units	0
Rehab of Existing Units	105
Acquisition of Existing Units	0
Total	195

#### Discussion

The numbers above represent the funding provided through the HOME and CDBG programs for rehabilitation of affordable housing units, conversion of non-housing units to affordable housing, and tenant-based rental assistance. These numbers do not reflect the additional funding through CDBG for interim housing assistance (subsistence payments) provided through Congregations Helping People.

## AP-60 Public Housing – 91.220(h)

The Salem Housing Authority (SHA) owns and operates 245 public housing units for families, seniors and persons with disabilities under the HUD Public Housing Program. . HUD funds annual operating subsidies for Public Housing, as well as a Capital Fund Grant for capital improvements of the housing stock and management systems.

The quasi-governmental entity also own 392 non-federal, affordable housing units to meet needs of persons of low to moderate income. Over the next 18 months, SHA and its equity investors, will add an additional 80 units of affordable housing to its current portfolio.

SHA administers several rental voucher programs. A chart of the total allocation and currently issued is provided below:

<i>Voucher Type</i>	<i>Allocation</i>	<i>Total Issued as of March 2019</i>
<i>Regular Vouchers</i>	2,889	2,650
<i>Family Unification (FUP) SPRF</i>	19	8
<i>Family Unification (FUP)Vouchers</i>	100	80
<i>Veterans Administration Supportive Housing (VASH) Vouchers</i>	64	56
<i>Section 8 Mod Rehab</i>	36	24
<i>VASH Project Based Vouchers</i>	4	4
	3,112	2,822

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

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

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

saving efficiencies.

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

**Public Housing Resident Initiatives and Outreach**

SHA has a Central Resident Council/Resident Advisory Board that meets several times a year to review the annual Public Housing Authority (PHA) Plan, as well as other topics including how to use resident participation funds. SHA solicits resident input on the capital needs assessment each year, and alerts tenants of potential policy changes to allow opportunity for tenant comment. The bylaws of both the SHA Commission and the Housing Advisory Committee (HAC) require at least one tenant serve on the Commission. All tenants are always welcome to attend meetings without actually serving on the Committee or Commission. A resident advisory board is comprised of tenants who review the Family Self-Sufficiency Program Action Plan, and review any proposed changes. Tenants are sent newsletters and other correspondence to ensure awareness of SHA activities, and are encouraged to provide feedback to staff. All tenants are given a 30-60 day period to comment on updated utility allowances, changes made to the security deposits, updates to maintenance charges, modifications to the Admissions and Continued Occupancy Policy, as well as revisions to leases and addendums or other items that could directly affect them. Housing Commission and HAC meetings are open to the public with meeting details included on the City of Salem's Meetings of Interest website.

SHA also provides Valley Individual Development Accounts (VIDA), a program that prepares and assists families and individuals who qualify, to plan and reach financial goals such as becoming a first time homeowner, start/expand a small business, pursue a college degree or job training to get a better paying job. VIDA allows families to save a maximum amount of \$3000. If a family saves the maximum of \$3000 in their savings the family's savings is matched three to one. Meaning for every dollar the family saves, they get \$3 up to a total of \$12,000.

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

The PHA is not troubled.

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

Reducing homelessness, ending chronic homelessness, providing temporary emergency services, diverting persons from shelter into stable housing and shortening shelter stays, and rapidly connecting to permanent housing for persons who fall into homelessness are the policy and programmatic priorities of Salem and Keizer.

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. Rapidly rehousing individuals and families into permanent housing through the HRAP program funded with general fund and administered by SHA.
4. Providing prevention services to individuals and families with low-income, especially those with extremely low incomes.
5. Regional collaborating with other jurisdictions via the Mid-Willamette Homeless Initiative and Salem Keizer Collaborative hosted by Salvation Army.
6. 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:**

During 2019, the jurisdiction will take a multipronged approach to reducing and ending homelessness, the goals include:

- Prevent people from becoming homeless.
- 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.
- Rapidly move people into housing via HRAP.
- Educate and advocate to remove barriers.
- Increase income support and economic opportunities.
- Expand data collection.

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

The coordinated entry access points utilize the Vulnerability Index – Service Prioritization

Decision Assistance Tool (VISPDAT) to assess and prioritize services for people who have the highest needs first and through this assessment, individuals and families are directed to the appropriate housing and support services solutions – transitional, rapid rehousing or permanent supportive housing.

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

Specific projects and programs will provide emergency shelter and transitional housing to prevent low-income individuals, and families with children from becoming homeless. CDBG and HOME funds assist with emergency warming shelters and transitional housing needs of unsheltered persons. ARCHES recently received funding for expanding the Day Resource Center. At the Day Center persons can obtain information regarding HRAP and emergency shelter services available in the jurisdiction. Other expanded services include:

- Day Time Shelter
- Sack Lunches
- Hot Lunches
- Housing Assessments
- Resource Navigation
- Veteran's Services
- Mailboxes
- Laundry
- Showers
- Client Computers
- Limited Medical & Dental
- Telephone Access
- Classes/Support Groups
- Bus Passes
- Crisis Intervention
- Haircuts
- Clothing Closets
- Lockers
- ID & Birth Certificate support
- Health Screenings
- Social Security assistance
- Tenant Prep Education

WestCare Oregon will receive resources to improve a Veterans Transitional Housing facility to make it compliant with the Americans with Disability Act. Salem Interfaith Hospitality Network (SIHN) will receive funds to provide HOME Tenant Based Rental Assistance (TBRA) temporary rental housing assistance. SIHN networks with local churches provide sleeping facilities for the families until they can transition into permanent and independent housing. Congregations Helping People will receive funds to provide one-time crisis rent assistance, preventing the



need for emergency shelter and keeping families in their homes. Center for Hope and Safety will receive funds for domestic violence case management. Center for Hope and safety not only provides case management, they also provide shelter for survivors of domestic violence while they rebuild their lives.

**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**

Center for Hope and Safety will receive funding to provide case management to victims of Domestic Violence and Human Trafficking. Emergency housing assistance will be provided by Salem Interfaith Hospitality Network and Congregations Helping People which are funded with CDBG. St. Francis Shelter will receive funding for case management services for homeless families. Congregations Helping People will receive funding to provide utility support to those at risk of homelessness. Northwest Human Services will receive funding for the Crisis Hotline providing direct emergency assistance as needed by clients to remain housed.

**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**

Congregations Helping People (CHP) will be receiving CDBG funding for one-time crisis rental assistance (subsistence payments).

These two programs provide assistance during crisis situations, reducing the possibility of the families becoming homeless. CHP has a strong evaluation system to ensure the client will be able to pay their costs in the future and that this is truly a crisis situation.

## **Discussion**

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

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

### **Introduction:**

The Analysis of Impediments to Fair Housing Choice, completed in 2014, summarizes barriers to affordable housing. The report is available at <https://www.cityofsalem.net/CityDocuments/analysis-of-impediments-to-fair-housing.pdf>. A more recent analysis is located in the Statewide Housing Plan.

**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.
- 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 & intensity of proposed residential development; and
- Providing technical assistance with completing tax credit or foundation funding applications.

## **AP-85 Other Actions – 91.220(k)**

### **Introduction:**

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

### **Actions planned to address obstacles to meeting underserved needs**

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

All of 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**

As amended in 2018, the 2015-2019 Consolidated Plan, the first priority for the City is to Expand Affordable Housing. With CDBG and HOME funds several projects are in the development/redevelopment pipeline.

New construction of affordable housing - Willamette Neighborhood Housing Services (Nueva Luz);

Rehabilitation of housing – Salem Housing Authority (Yaquina Hall a project previously funded with CDBG dollars, and provided additional HOME and CDBG funding in 2019-2020); and

Fisher Road / Redwood Crossing – a project funded in 2019 with CDBG resources.

### **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.

### **Actions planned to reduce the number of poverty-level families**

Based on the Consolidated Plan's Needs Assessment and available resources for program year 2019-2020, 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;
- Supporting permanent supportive housing for chronically homeless veterans by fostering effective supportive services that will promote self-sufficiency;
- Allocating 15 percent of CDBG entitlement funds for public services; and
- Funding case management services for homeless individuals / families and those at risk of becoming homeless.
- Collaborating with various City Departments, businesses and Salem Keizer School District to support ongoing academic achievement for low-to moderate-income students.

### **Actions planned to develop institutional structure**

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

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

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

In an ongoing effort to bridge the gap of various programs and activities, the City has developed partnerships and collaborations with local service providers and City departments that have been instrumental in meeting the needs and demands of the homeless, low-income individuals and families,

and other special needs. The City will continue to expand on developing partnerships with public service organizations throughout FY 2019-2020.

## Program Specific Requirements

### AP-90 Program Specific Requirements – 91.220(l)(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 that is available for use that is included in projects to be carried out.

Program income, reallocation of funds from canceled projects, and past project funding reductions will supplement the entitlement funds received by the City. Program income is an additional source of funds generated in whole, or in part, by repayment of HOME loan funds. The City allocates program income to qualifying projects that support the needs of low and moderate- income persons. HOME funding is utilized to assist Low to Moderate Income (LMI) residents of Salem and Keizer.

#### Community Development Block Grant Program (CDBG)

##### Reference 24 CFR 91.220(l)(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
<b>Total Program Income:</b>	<b>0</b>

#### 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.	95%

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## **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:

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's office depending on the location of the property. Assistance will be provided in the form of a deferred loan, which will be deferred until the sale, refinance and/or transfer of the property. If HOME funds are used for the cost of developing a property and the unit is sold below fair market value the difference between the fair market value and the purchase price is considered to be directly attributable to the HOME subsidy.

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

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

exceed 30% of the homebuyer's gross wages. This will allow for a reasonable range of homebuyers to afford the property.

The PJ is currently enforcing recapture/resale provisions for projects covered under previous plans; however the City of Salem is not carrying out homebuyer assistance with the 2016 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.

#### Subrecipient Monitoring

Monitoring and technical assistance are vital to ensure a successful partnership with the Subrecipient and City to help guarantee short and/or long term compliance. Pay requests for all projects and programs are processed only after all required documents are received. When construction or rehabilitation projects are completed out, documentation of client eligibility is obtained. Projects funded in past years are monitored annually to ensure the original intended use has not changed during the change of use period. For all construction or rehabilitation projects, ongoing physical inspections occur throughout the project to ensure local codes are met. For projects triggering Davis Bacon, staff provides extensive training with the Subrecipient to ensure all federal requirements are met. This includes mandatory contractor and payroll pre-construction meeting, review of certified payroll, and any additional training depending on the level of sub recipient expertise.

HOME monitoring is undertaken to ensure recipients are managing projects in compliance with funded activities. HOME assisted rental projects must meet the low-income occupancy and rent level



requirements at initial occupancy and throughout the period of affordability. Property inspections must meet the requirement of State and local codes, and rehabilitation standards for projects in the cities of Salem and Keizer. The City continues to monitor HOME funded projects in accordance with HOME monitoring requirements of at least every three years. If determined a “high-risk” property, the project will be monitored more frequently. Additionally, HOME Annual Reports are required to be submitted for all projects in the affordability period in January of each year. Through this annual monitoring, the City is able to provide technical assistance and address any issues of compliance if noted. Replacement reserve reports are required quarterly on HOME-assisted properties still in the affordability period.

Due to the shift in the economy, the Homebuyer Program was eliminated July 1, 2010. Homebuyers who were funded in the past are reviewed annually, for a minimum of five years after project completion, to ensure they are still residing at the funded residence. This same process is used for homebuyers in the Habitat for Humanity program. The City is a participant in the streamlining effort coordinated by Oregon Housing and Community Services (OHCS). The goal of streamlining is to reduce staff time and tenant interruptions throughout the year. Every recipient and Subrecipient, with programs or projects that are not closed out, must submit Quarterly Status Reports (QSR) that clearly define the progress made for the quarter, anticipated progress, and any challenges or barriers that may have occurred. These reports help ensure timeliness of expenditures, project status, and provide an indication of when onsite inspections are required.

The TBRA program planned for the 2019-2020 plan year includes a preference to certain populations. Family Promise’s (Salem Interfaith Hospitality Network) TBRA Program gives preference to homeless families. It is the policy of the City of Salem to assure that no person shall be discriminated against on the grounds of race, religion, color, sex, marital status, familial status, national origin, age, mental or physical disability, sexual orientation, gender identity and source of income, as provided by Salem Revised Code Chapter 97. The City of Salem also fully complies with Title VI of the Civil Rights Act of 1964, and related statutes and regulations, in all programs and activities.