

*City of Salem and City of Keizer*  
*DRAFT*

**2018-2019 Consolidated Annual  
Performance and Evaluation Report  
(CAPER)**



CAPER

**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.

A summary of the priority needs identified and progress made include:

- **Goal #1- Promote Economic Development**
  - Activities Funded / Implemented in this and prior fiscal years: *Microenterprise Training and Technical Assistance / Facilities Modernization*

<b>Subrecipient</b>	<b>Source</b>	<b>Activity</b>	<b>Progress Made</b>
<b>MERIT</b>	2018 CDBG	Microenterprise training and technical assistance	Program activities were completed during the program year. MERIT assisted 30 small businesses.
<b>Interface Network</b>	2017 CDBG	Microenterprise training and technical assistance	Assisted 12 small businesses. 14 jobs have been created/retained.
<b>Interface Network</b>	2018 CDBG	Microenterprise training and technical assistance	Ongoing activity. Will be completed in August 2019.
<b>Garten Services</b>	2018 CDBG	Recycling Center Facility Modernization Phase II	Ongoing activity. Scheduled to be completed Fall of 2019.

- **Goal #2- End Homelessness**

- Activities Funded / Implemented in this and prior fiscal years: *Case Management and Facility Coordinated Access to Housing; Homeless Prevention Subsidies/Subsistence Payments; and Coordinated Access to Housing Rehabilitation/Conversion Affordable Housing*

<b>Subrecipients</b>	<b>Source</b>	<b>Activity</b>	<b>Progress Made</b>
<b>Center for Hope and Safety</b>	2018 CDBG	Prevention of Domestic Violence Case Management	Program activities were completed during the program year. Assisted 2004 individuals.
<b>Salem Interfaith Hospitality Network</b>	2018 CDBG	Homeless Case Management	2018 activities are ongoing. Activities will be completed in December 2019.
<b>Congregations Helping People</b>	2017 CDBG 2018 CDBG	Interim Housing (one-time Rental Assistance / Subsistence Payments)	2017 activities assisted <b>55</b> families. The average subsistence payment was \$800 per household.  2018 activists are ongoing. They will be completed in August 2019.
<b>Salem Interfaith Hospitality Network</b>	2017 HOME 2018 HOME	TBRA in conjunction with supportive services	2017 activities were completed in 2018. <b>51</b> households were assisted. 2018 activities are ongoing.
<b>Marion Polk Food Share Vocational Workforce Initiative</b>	2018 HOME	TBRA in conjunction with supportive services	Activities were completed in 2018. <b>18</b> persons were assisted with employment readiness services.
<b>Women at the Well</b>	2018 HOME	Case Management support for transitional housing.	Activities were completed in 2018. <b>21</b> persons were assisted with counseling and supportive services.
<b>ARCHES Day Center Project</b>	2018 HOME	Rehabilitation and expansion of day resource center to include showers.	Activities are ongoing. Activities are to be completed Fall 2019

- Goal #3-Expand Affordable Housing;
  - Activities Funded / Implemented in this and prior fiscal years: *Rehabilitation for "Aging in Place" Rehabilitation/Conversion Affordable Housing Elderly and Disabled Housing Rehabilitation; New Construction Rental Housing.*

<b>Subrecipients</b>	<b>Source</b>	<b>Activity</b>	<b>Progress Made</b>
<b>Salem Housing Authority</b>	2017 CDBG 2018 CDBG	Yaquina Hall	Ongoing activity.
<b>Salem Housing Authority</b>	2017 HOME 2018 HOME	Security Deposits	The 2017 security deposit program assisted 111 households in Keizer and Salem. The 2018 security deposit assistance is ongoing.
<b>Salem Housing Authority</b>	2016 CDBG	Southfair Apts. Rehabilitation	Ongoing activity. Funds have been drawn for predevelopment expenses. Construction is scheduled to begin January 2020.
<b>Salem Housing Authority</b>	2018 CDBG	Fisher Road Apartments	Ongoing activity. Funds have been drawn for acquisition.
<b>Community Resource Trust</b>	2017 HOME	New construction of affordable housing	Ongoing activity; apartments are leased and housing families. Four units are designated high home apartments. Expected to be completed December 2019.
<b>Center for Hope and Safety</b>	2018 CDBG	Demolition and remediation for affordable housing project.	Demolition completed in PY 2018. Housing component expected to be completed by Winter 2022.
<b>St. Francis Shelter</b>	2018 CDBG	Family Housing (roof replacement)	Program activities were completed during the program year. The roof replacement resulted in improving the housing for 118 formerly homeless persons.
<b>Polk CDC</b>	2015 HOME	West Salem homeowner rehabilitation program	Activity completed eight (8) single family homes were rehabbed in West Salem. An average of \$26k was spent per home.

<b>Shelly's House</b>	2015 CDBG	Rehabilitation (roof replacement, ADA unit modification, HVAC, etc...)	Activity completed. 38 households were provided housing (12 women from prison; 16 women from jail; 4 women from A&D treatment; 5 women from shelter; 1 woman from homelessness). Shelly's House is located within the NRSA.
<b>CCSF St. Monica</b>	2016 HOME	New construction of affordable housing in Keizer	Activity completed with none federal resources. HOME resources returned to City. Will be used for future development.
<b>CCSF (Renaissance, Winter, River Park, Marilyn, Chemawa)</b>	2015 HOME 2015 CDBG	Major rehab of apartments in Salem and Keizer	Renovation of each property was completed during 2018. Thirty-seven apartments are designated as HOME units in these developments.
<b>Center for Hope and Safety Window Replacement</b>	2018 CDBG	Replacement of windows in advocacy office.	Window replacement activities were completed and closed. The same 2004 persons assisted in case management were also assisted through this project.

In addition to the federal resources, during the FY year, the cities of Salem and Keizer expended over \$1,000,000 in General Funds to support of various housing and community development priorities identified in the City's Consolidated Plan. The resources include public service support (food, utility assistance, crisis hotline, case management) and working with regional governmental partners to fund a Homeless Initiative Coordinator and consulting services housed. These non-HUD accomplishments and resources are not included in the data report.

**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.

Goal	Category	Source / Amount	Indicator	Unit of Measure	Expected – Strategic Plan	Actual – Strategic Plan	Percent Complete	Expected – Program Year	Actual – Program Year	Percent Complete
End Homelessness- Public Facility	Homeless	CDBG: \$387,550	Public Facility or Infrastructure Activities other than Low/Moderate Income Housing Benefit	Persons Assisted	1700	4198	246.94%	1700	<b>2004</b>	117.88%
End Homelessness- Public Service	Homeless	CDBG: \$243,070	Public service activities other than Low/Moderate Income Housing Benefit	Persons Assisted	7564	8225	108.74%	2000	<b>2043</b>	102.15%
End Homelessness- Subsistence Payments	Homeless	CDBG: \$55,000	Public service activities for Low/Moderate Income Housing Benefit	Households Assisted	312	342	109.62%	61	<b>55</b>	90.16%
End Homelessness- TBRA and Transitional Housing	Homeless	HOME: \$200,000	Tenant-based rental assistance / Rapid Rehousing	Households Assisted	488	109	22.34%	50	<b>51</b>	102.00%

End Homelessness-TBRA Special Populations	Homeless		Tenant-based rental assistance / Rapid Rehousing	Households Assisted	56	109	194.64%	0	0	0.00%
Expand Affordable Housing	Affordable Housing	CDBG: \$575,000 / HOME: \$975,530	Rental units constructed	Household Housing Unit	16	0	0.00%	42	0	0.00%
Expand Affordable Housing	Affordable Housing	CDBG: \$575,000 / HOME: \$975,530	Rental units rehabilitated	Household Housing Unit	200	37	18.50%	51	37	72.55%
Expand Affordable Housing	Affordable Housing	CDBG: \$575,000 / HOME: \$975,530	Homeowner Housing Rehabilitated	Household Housing Unit	10	8	80.00%	10	8	80.00%
Expand Affordable Housing	Affordable Housing	CDBG: \$575,000 / HOME: \$975,530	Tenant-based rental assistance / Rapid Rehousing	Households Assisted		111	94.07%	118	111	94.07%
Neighborhood Revitalization-Availability/Access	Non-Housing Community Development		Public Facility or Infrastructure Activities other than Low/Moderate Income Housing Benefit	Persons Assisted	3600	1623	45.08%	0	0	0.00%
Promote Economic Development	Non-Housing Community Development	CDBG: \$310,785 / HOME: \$0	Jobs created/retained	Jobs	40	70	175.00%	10	14	140%

Promote Economic Development	Non-Housing Community Development	CDBG: \$310,785 / HOME: \$0	Businesses assisted	Businesses Assisted	250	286	114.40%	50	42	84%
------------------------------	-----------------------------------	-----------------------------	---------------------	---------------------	-----	-----	---------	----	----	-----

**Table 1 - Accomplishments – Program Year & Strategic Plan to Date**

**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.**

To address specific needs of Low and Moderate Income (LMI) clientele, program year efforts were focused on activities that were identified as priorities in the amended 2015-2019 Consolidated Plan. CDBG activities that helped address the cities priorities included: support for warming centers, roof replacement for homeless shelter, demolition with the objective to provide affordable housing, small business assistance, case management and direct payment assistance (rent, utilities, security deposit) to prevent homelessness. HOME activities included: rental assistance payments, rehabilitation of existing housing units and security deposit assistance.

As detailed in CR-05, despite receiving the annual entitlement award three months into the program year, the majority of programs made progress in addressing components of the action plan goals. Some program activities are carried over due to the late award or other construction related delays.



## 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	1677	172
Black or African American	81	14
Asian	69	6
American Indian or American Native	22	4
Native Hawaiian or Other Pacific Islander	25	9
<b>Total</b>	<b>1874</b>	<b>205</b>
Hispanic	159	79
Not Hispanic	1715	126

Table 2 – Table of assistance to racial and ethnic populations by source of funds

### Narrative

The cities of Salem and Keizer and partner agencies identify priority needs and offer services and programs to eligible persons/households regardless of race or ethnicity. This table reflect the racial and ethnicity of families served by completed activities. The data is collected by subrecipients and reported to the City. The information is confirmed during program monitoring.

## 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	\$2,112,624.20	\$2,075,252.30
HOME	public - federal	\$1,780,279.33	\$408,639.35

Table 3 - Resources Made Available

### Narrative

The amounts indicated in the "Resources Made Available" column in the table above represent PY2018 resources **ONLY**. The amounts indicated in the "Amount Expended During Program Year" column indicate dollars spent from PY 2018 resources as well as resources from prior program years.

Line item breakdown of resources made available and expenditures from drawdowns for CDBG can be seen in Attachment 2: IDIS Report PR-26: CDBG Financial Summary Report.

Program Income (PI) is the gross income received by the grantee or subrecipient directly generated from the use of CDBG or HOME funds. Per HUD guidelines, PI may be used as an additional resource, but is subject to all the other program requirements and must be used prior to the entitlement funds. An estimate of PI is calculated and used to determine how much is anticipated in the coming PY. For 2018 the amount actually received, exceeded the amount anticipated. This is due to repayment of loans by Catholic Community Services Foundation as they repositioned their housing portfolio.

Several projects were delayed due to the federal government budget being approved 7 months late. Grant award agreements were not received until mid-Sept. 2018. Projects with carryover funds will be reported in next year's CAPER.

### Identify the geographic distribution and location of investments

Target Area	Planned Percentage of Allocation	Actual Percentage of Allocation	Narrative Description
Central Salem/NRSA	0	0	The City did not receive any applications targeted toward households in the designated NRSA.
Salem Citywide	100	100%	CDBG funds are designated for households/persons residing in the Salem city limits. HOME is eligible in both Keizer and Salem city limits.

Table 4 – Identify the geographic distribution and location of investments

### Narrative

The Salem/ Keizer Housing Consortium did not receive any request in 2018 to exclusively serve the City of Keizer. However, HOME TBRA and Security Deposit funds assisted households residing in Keizer.

## 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.

<b>Fiscal Year Summary – HOME Match</b>	
1. Excess match from prior Federal fiscal year	<b>\$6,258,567</b>
2. Match contributed during current Federal fiscal year	<b>\$675,543</b>
3 .Total match available for current Federal fiscal year (Line 1 plus Line 2)	<b>\$6,934,110</b>
4. Match liability for current Federal fiscal year	<b>\$81,795</b>
5. Excess match carried over to next Federal fiscal year (Line 3 minus Line 4)	<b>\$6,852,315</b>

**Table 5 – Fiscal Year Summary - HOME Match Report**

Table 6 – 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 \$
\$0	\$600,740.59	\$283,099.32	\$154,263	\$317,641.27

Table 7 – 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						
Number						
Dollar Amount						
Sub-Contracts						
Number						
Dollar Amount						
	Total	Women Business Enterprises	Male			
Contracts						
Number						
Dollar Amount						
Sub-Contracts						
Number						
Dollar Amount						

Table 8 - Minority Business and Women Business Enterprises

<b>Minority Owners of Rental Property</b> – Indicate the number of HOME assisted rental property owners and the total amount of HOME funds in these rental properties assisted						
	<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						
Dollar Amount						

*Cornerstone Apartments, will be reported during the next CAPER year. It will include a \$24,000,000 WBE project.*

**Table 9 – 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						
Businesses Displaced						
Nonprofit Organizations Displaced						
Households Temporarily Relocated, not Displaced						
<b>Households Displaced</b>	<b>Total</b>	<b>Minority Property Enterprises</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	<b>51</b>					
Cost	<b>\$280,024</b>				<b>\$44,017</b>	<b>\$236,007</b>

**Table 10 – 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	150	
Number of Non-Homeless households to be provided affordable housing units	91	
Number of Special-Needs households to be provided affordable housing units	0	
<b>Total</b>	<b>241</b>	

**Table 11 – Number of Households**

	One-Year Goal	Actual
Number of households supported through Rental Assistance	148	169
Number of households supported through The Production of New Units	42	0
Number of households supported through Rehab of Existing Units	51	37
Number of households supported through Acquisition of Existing Units	0	30
<b>Total</b>	<b>275</b>	<b>253</b>

**Table 12 – Number of Households Supported**

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

The City of Salem had a One-Year Goal to assist 275 households “Number of households supported through Rental Assistance.” Number of households support was 92% of the goal.

The City’s One-Year Goal to assist people with rehabilitation or construction of affordable housing was not met due to various reasons. Financing affordable housing is proving difficult as the cost of construction is far exceeding estimated project costs. There is also a labor shortage in the construction field.

The delay in federal funding was also a contributing factor in meeting the projected goals.

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

Several affordable rental housing projects are under construction. The units completed within the next few years will contribute to the overall creation of over 300 affordable rental units in Salem and Keizer.

**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.**

<b>Number of Households Served</b>	<b>CDBG Actual</b>	<b>HOME Actual</b>
Extremely Low-income	2190	146
Low-income	27	42
Moderate-income	17	6
<b>Total</b>	<b>2234</b>	<b>194</b>

**Table 13 – Number of Households Served**

### **Narrative Information**

The numbers in the above table represent affordable housing projects/programs completed during the 2018 PY.

Over 2,000 persons assisted by Center for Hope and Safety are considered as a presumed benefit recipient. Persons in this designation are presumed by HUD to be made up principally by Low/Mod income persons (Abused Children, Elderly Persons, Battered Spouses, Homeless Persons, Severely Disabled Adults, Illiterate Adults, Persons Living with AIDS, and Migrant Farm Workers).

ARCHES Day Center, Interface Network, Cornerstone Apartments, Salem Interfaith Hospitality Network's 2018 Fresh Start Program, and Salem Housing Authority's 2018 Security Deposit Program are extended into the 2019 Program Year. The accomplishments will be reported in the 2019-2020 CAPER.

## **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**

During the 2018-2019 Program Year, the City funded public services for homeless and presumed benefit families by partnering with the following organizations: Center for Hope and Safety, Congregations Helping People, Women at the Well, Mid-Willamette Valley Community Action Agency's Interim Housing Program and Salem Interfaith Hospitality Network Family Case Management Program. Additionally the City provided financial support to the following programs using General Funds dedicated to Social Service Programs: Congregations Helping People's Emergency Assistance Program, Marion Polk Food Share's Food Procurement Program, NW Human Service's Crisis Intervention Hotline Program and HOST Youth Program.

Through the coordinated efforts of these programs and outreach through multiple avenues including referrals between the agencies and presence at the Homeless Connect, these agencies reached those individuals with the greatest needs.

A day resource center, received CDBG funding in FY 2018 for rehab and expansion of services. The drop-in center is operated by Mid-Willamette Valley Community Action Agency ARCHES program. Unsheltered persons can access resources to meet basic needs and get referrals to other support. The Day Center is currently operating at various times during the week. Weekend and evening hours will be implemented when renovations are completed. Services will include one stop case management, mail, phones, messages, computer access, meals and limited storage space. Client needs are assessed by taking the VISPADT, an extensive assessment tool which helps match homeless persons with housing resources.

The strategy of reducing, preventing, and supporting the elimination of homelessness in the City is to support community agencies providing services needed to help move people from homelessness into permanent housing. Through partnerships with local service agencies, housing developers, and job training programs, barriers for persons experiencing homelessness will be reduced, providing the stability, support, and means for those experiencing homelessness to move into permanent housing. This strategy is aligned with HUD's goal of eliminating homelessness.



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

The Mid-Willamette Valley Region has five emergency housing shelters and two shelters for victims of domestic violence. During the 2018-2019 PY, funding was provided to Salem Interfaith Hospitality Network, Center for Hope and Safety, Northwest Human Services, and Women at the Well in coordination with shelter for homeless individuals and families. Salem Interfaith Hospitality Network collaborates with local churches to provide emergency shelter for homeless families entering their program. Center for Hope and Safety provided essential services including emergency shelter for victims of domestic violence and human trafficking. Northwest Human Services provided services including emergency shelter to homeless youth during the 2018-2019 PY.

The City of Salem staff participates in outreach to for profit and non-profit developers and agencies that can produce additional shelter capacity, transitional and special needs housing.

- Shelly's House completed renovations to the transitional facility for women. They received CDBG funds in 2016.
- St. Francis Shelter is a continuum of housing and services for families, providing resources that homeless persons might need to rebuild their lives: short-term shelter (interim) beds, long-term supportive housing, and a family center where outside organizations can come onsite to engage clients with services. Case management and services are family-centered, providing parenting classes for adults, teen counseling group sessions, and children's play and socialization group sessions. All school-age children must attend school. During their stay, families develop a plan to increase their income through work and/or public resources and connect with longer-term housing opportunities.
- Women at the Well – Grace House provide emergency shelter for women in need. They received 2018 case management resources.
- Westcare Oregon Inc. provide transitional housing and case management services for homeless Veterans is a CDBG subrecipient.

Other activities lead by the SHA include:

The Homeless Rental Assistance Program (HRAP) is the City of Salem's Housing First initiative to permanently house the "top 100 hardest to house" chronically homeless individuals in Salem. HRAP is the largest Housing First initiative in the state of Oregon's history. The implementation of a Housing First program is one of the goals in the City of Salem's Strategic Plan to address chronic homelessness. Salem Housing Authority (SHA) received over \$1 million from the City in the 2018-19 budget year to provide rental assistance, barrier removal funds and administer the program. Housing First is a harm-reduction approach to quickly and successfully connect chronically homeless individuals to permanent housing and intensive case management without preconditions and barriers, such as requiring sobriety or service participation. The intent is to

house individuals first and then help clients work to achieve client-driven goals, such as mental health and addiction treatment, improved physical health, and ultimately self-sufficiency.

SHA provides intensive case management, resource and referrals, housing placements, landlord engagement and administers all rental assistance and barrier removal funds for the 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**

**The City supports a number of programs to assist low-income individuals and families to avoid homelessness, including providing rapid re-housing assistance to unsheltered persons, allocating funds to keep people in their homes in times of financial crisis, food assistance and case management is available to help persons and families recover and avoid returning to being unsheltered.**

In August 2018, the Downtown Homeless Solutions Task Force, issued implementable recommendations to address issues related to homelessness affecting Downtown Salem. The recommendations are as follows:

1. Provide public toilet facilities that are available 24/7.
2. Provide a hygiene center with showers and laundry facilities to serve homeless individuals in the downtown area.
3. Establish a Downtown Good Neighbor Partnership for those who live, work, shop, and visit downtown Salem that supports appropriate behavior and ongoing dialogue with stakeholders. In conjunction with the establishment of a Downtown Good Neighbor Partnership, City staff to assess Salem codes and ordinances to ensure that the City is appropriately balancing the rights of those who live, work, and shop in our downtown, and providing the City of Salem with the tools they need to address behaviors that negatively impact others.
4. Endorse a simplified point of contact system individuals may call for support in dealing with issues related to homelessness and provide the community with easy to understand guidance on when to call 9-1-1 versus when to call the nonemergency number or the point of contact number.
5. Support the development of additional storage for homeless individuals in need of a safe place to store their possessions during the day.
6. Support alternative ways of giving to unsheltered persons.

7. Encourage property owners to make building and site modifications that implement Crime Prevention Through Environmental Design (CPTED) and provide Riverfront-Downtown Urban Renewal Area grants for improvements that meet grant criteria.
8. Expanding downtown cleaning services.

The City of Salem continued supporting the hiring of a regional coordinator at the Mid-Willamette Valley Council of Governments. Funding for the position was transferred to support consulting services to continue analysis and provide guidance as the partners determine to establish a regional Continuum of Care. The Mayors of both cities serve on the governing board. Documents related to this effort are located at: <http://www.mwvcog.org/programs/homeless-initiative/>

Funding was provided to the Salem Housing Authority for their Security Deposit Program. During the 2018-2019 Program Year, Salem Interfaith Hospitality Network also received funding for their Fresh Start TBRA Program, giving preference to families with children experiencing homelessness.

**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**

During the 2018-2019 program year, the City partnered with the Rural Oregon Continuum of Care (ROCC) in assisting underserved populations and has provided funding for specific types of housing as outlined in the Con Plan priorities that overlap with the CoCs goals. This would include projects of transitional housing, coordinated housing, and emergency housing.

HOME funding was provided to the Salem Housing Authority for their Security Deposit Program. During the 2018-2019 Program Year, Salem Interfaith Hospitality Network also received funding for their Fresh Start TBRA Program, giving preference to families with children experiencing homelessness.

Mid-Willamette Valley Community Action Agency's ARCHES Project received funding in 2018 through the ROCC. The ARCHES Project includes a drop-in day center, case management, housing placement assistance, and short-to medium-term rental assistance. The ARCHES Project serves as a center designed to provide referral and services to individuals and families experiencing homelessness, and those at-risk of becoming homeless.

Rapid Rehousing Programs: The Salem Housing Authority administers the City's low barrier, rapid

rehousing (RRH) program. In FY 2018, the SHA's Security Deposit program assisted 111 families. Many of the clients receive housing navigation and case management, which includes assistance with landlords and social service referrals to assist them to remain housed.

Community partners and the CoC continue to outreach with other agencies to prevent homelessness and to help persons experiencing homelessness make the transition to permanent housing and self-sufficiency.

DRAFT

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

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

The City awarded HOME funding to the Salem Housing Authority (SHA) for a Security Deposit Program to all residents of Salem and Keizer, including those interested in living in publicly owned housing facilities.

SHA operates a Family Self Sufficiency Program that connects Section 8 or Public Housing tenants to outside resources to remove barriers that prevent families from being self-sufficient and that helps them achieve better living conditions. SHA staff assists tenants in setting individual goals such as: financial management, preparation for homeownership, completion of a GED, or vocational training to acquire job skills, often translating into higher income jobs and self-sufficiency. These goals are converted into a five-year contract that includes completion dates or deadlines to help keep tenants accountable. Staff meets with tenants on a quarterly basis, or more frequently if needed, to offer encouragement and moral support throughout the five-year period.

The SHA continues to commit vouchers to various programs designed to serve certain vulnerable populations that suffer from physical and/or mental disabilities.

Project based housing vouchers have been committed to provide permanent supportive housing for homeless individuals in the City.

In partnership with ARCHES, SHA's Veterans' Assistance Program (VRAP) provides rental assistance, barrier removal funding and intensive case management to homeless veterans. The goal of the program is to permanently house least 42 homeless veterans annually as well as to provide the wrap-around supports necessary for their long-term housing stability.

In FY 2018 the SHA had an allocation of 64 Veteran Affairs Supportive Housing (VASH) vouchers to assist homeless Veterans and their families find stable, affordable housing and services. More than 55 veterans are currently housed with the rental assistance. The VASH Project based vouchers are 100% leased up. Also, in FY 2018, SHA administered the Family Unification Program (FUP) with an allocation of 119 vouchers.

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

The Housing Authority of the City of Salem (SHA) is proactive in incorporating resident input into the agency's policy-making process. An equitable and transparent policy-making process that includes the opinions of residents is achieved through the involvement of one tenant serving on the board with a goal of at least three to five tenants attending. There is no restriction of the maximum number of tenants allowed to participate. Tenants are always welcome to attend meetings without actually serving on the committee.

The Family Self Sufficiency Program Coordinating Committee (PCC) is comprised of residents and social service professionals who review proposed changes to the Action Plan. The Resident Advisory Board is responsible for reviewing the Public Housing Annual Plan. Tenants receive newsletters and other correspondence ensuring 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, and modifications to the Admission and Continued Occupancy Policy as well as revisions to leases, and addendums or other items that could directly affect them.

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

The Housing Authority of the City of Salem is not designated as troubled under 24 CFR Part 902.

## **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 provides System Development Charge (SDC) waivers for organizations constructing new affordable housing that utilize federal funds. This waiver reduces the cost of construction which provides incentives to construct affordable housing for families that earn 60% or less of the local area median income. Organizations utilizing HOME and/or CDBG funds are required to maintain the property as affordable for a prescribed number of years. To ensure the maintenance of affordable housing, the City monitors subrecipients on a regular basis.

Other actions taken:

- Participated in statewide housing policy development with Oregon Housing and Community Services (OHCS).
- Federal Programs staff participated in various land use application review processes.
- Increased technical assistance to address and reduce findings/concerns identified through the monitoring of subrecipients.
- Continued to educate nonprofit and for profit affordable housing developers and public service agencies regarding new or changing requirements
- Continued to provide property tax exemptions for low-income housing held by charitable, nonprofit organizations. The tax exemption is intended to benefit low-income residents and support the availability of low-income housing units in the City.
- The City of Salem has updated its zoning and development code, establishing new rules around public notice, pedestrian access, beekeeping, and other issues. These and other code changes were made in response to concerns from the City Council and the community, changes in State law, and issues identified by City Staff. The City Council adopted the changes to the [Salem Revised Code](#) (SRC) in June, and the new rules took effect July 24, 2019.
- The Oregon Legislature passed and Governor Brown signed into law SB1533 ending Oregon's 17-year ban on inclusionary zoning. Counties in Oregon now have more options to require developers to include affordable housing units in new construction of multifamily units.
- The Legislature passed and Governor Brown signed into law House Bill 4143 focused on renters with month-to-month leases. It bans rent increases in the first year of the lease, and requires 90-days' notice for any increases after the first year or for no-cause evictions.
- The Oregon Legislature passed and Governor Brown signed into law HB 4081. This bill protects a property tax exemption that was passed in 2014 supporting nonprofits that own affordable housing. This bill helps ensure more than 2,000 homes statewide remain affordable.

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

Actions taken in 2018-2019 include:

- A decision was made to leave the Balance of State Continuum of Care (CoC) and form a more regional CoC. The smaller CoC will allow for enhanced coordination in planning and service delivery efforts among parties striving to address homelessness.
- Worked with public and private agencies to better understand the obstacles in meeting underserved needs. Participation in community meetings such as Health & Housing Work Group, Salem Keizer Collaborative and Emergency Housing Network (EHN)
- Federal Program staff served on street teams during the annual Point in Time Count (PIT).
- Maintain its support of non-profit agencies, the local housing authority, homeless providers and special needs groups in their goal to meet the underserved needs of the community. The City will continue to provide technical assistance to providers in pursuit of Federal, State, and other funding sources.

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

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

More than 16.7% of families residing in Salem fell below the Federal Poverty Line in 2010, which is 2.7% higher than the 14% reported for the entire State of Oregon. Poverty reduction strategies in the City encompass a variety of processes that provide support to agencies assisting low and moderate-income households as they progress toward economic self-sufficiency. Salem Interfaith Hospitality Network provides Homeless Case Management and Tenant-Based Rental Assistance, allowing a two-fold approach to self-sufficiency including housing stability. Congregations Helping People provides rental assistance (subsistence payments) to families in crisis situations, reducing the likelihood of homelessness for those families and providing an opportunity for self-sufficiency. MERIT and Interface Network provide training and technical assistance to microenterprises. Through this training and technical assistance, low and moderate-income business owners are able to secure their own careers and create job opportunities for others through business development. Garten Services Inc. provides job creation and job training opportunities with a focus on persons with disabilities. This creation of jobs and job training provides employment skills and generates employment stability for individuals.



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

The City of Salem is committed to developing institutional capacity. Staff work closely with HUD and industry partners to remain abreast of regulations and best practices. The City is a member of North West Association of Community Development Managers (NWACDM). This network consist of all participating jurisdictions located in Oregon, Washington, Idaho and Alaska. Regular discussions related to CDBG and HOME programs are discussed.

The staff participated in appropriate trainings and continue to update and receive feedback from the City Council on the status of projects and the progress of meeting program goals.

Partner agencies receive technical assistance and support from City staff.

The City is a member of the Emergency Housing Network (EHN). The Emergency Housing Network brings together hundreds of community partners and stakeholders who want to network with, educate, or update other advocates and agencies serving the homeless and at-risk populations of greater Salem. This is an opportunity for the City of Salem to receive and provide professional development and resource sharing with hundreds of community partners.

City staff continued to work on increasing administrative efficiencies in FY 2018, resulting in the following achievements:

- Provided one-on-one technical assistance meetings during the RFQ and RFP processes, conducted three workshops, and addressed on the WebGrants system website;
- Revise the application, reviewing and scoring criteria for FY 2018.
- The City, is working on developing a Nonprofit Institute to increase the capacity of the City's nonprofit partners to compete for and successfully administer CDBG and HOME grant funding.

City will evaluate current institutional structures and serve as a resource, as, needed.

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

Coordination between public and private housing and social services agencies is an extremely important activity. The City participates in workgroups of the Continuum of Care (CoC) collaborative, which is comprised of various housing and social service agencies. The City also attend monthly Emergency Housing Network (EHN) and Health & Housing collaborative meetings attended by services providers. Partnering with these institutions is vital to overcoming any gaps in institutional structure.

The City of Salem participate in regulated monitoring of projects that received both City of Salem federal funds and State of Oregon funding such as Low Income Housing Tax Credit

(LIHTC) funds. 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.

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

Impediments to Fair Housing Choice are defined as any actions, omissions, or decisions taken because of protected class status that have an effect of restricting housing choice or the availability of housing choice. The federally protected classes are race, color, religion, sex, disability, familial status, or national origin. The State of Oregon adds the following classes as protected classes within the State of Oregon: marital status, source of income, sexual orientation including gender identity, honorably discharged veterans/military status, and domestic violence. At a local level, age is added. The analysis reviews the laws, regulations, administrative procedures, and practices of the entitlement community. It assesses how laws affect the location, availability, and accessibility of housing while considering conditions, both public and private, affecting fair housing choice for all protected classes within the jurisdiction.

Efforts for 2018 – 2019 provided by the Fair Housing Council of Oregon performed under contract with the City:

**Education: Trainings / Outreach**

Eight fair housing trainings and/or outreach opportunities were conducted during the year. Participants included City of Salem staff, residents, social service agencies, nonprofit housing providers, and shelter providers. Some of the issues covered included fair housing basics, recent changes in the law related to criminal history screening and harassment, and fair housing requirements for shelters. KPCN Radio hour interview was conducted in November.

**Enforcement: Intakes and Referrals**

FHCO screened 104 inquiries i.e., intakes, from Salem residents on the housing discrimination hotline.

**Intake Issues Resolved / Open:**

- Allegation of eviction based upon race.
- Reasonable accommodation
- Porting due to domestic violence.

**FHCO Tester Pool**

FHCO conducted tester trainings were held in Salem.

## **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**

The HOME program was monitored by HUD from August 9-18, 2017 for program years 2014, 2015 and 2016. Concerns and findings are being addressed. As a result of the monitoring, the City followed the recommendations provide by HUD.

The City was required to submit a CDBG workout plan to address the timeliness requirements due to staff turnover and funding larger projects prior to achieving shovel readiness. The plan goals were successfully met.

For rehabilitation or construction projects, ongoing monitoring occurs throughout the construction. This includes review of the bid packet, preconstruction meetings, monitoring of compliance for Davis Bacon and any additional federal, state and city requirements.

CDBG and/or HOME allocations for programs/projects have met the completed timelines with a few exceptions. Some delays occur due to budget changes, construction timelines, or startup of new programs.

HOME rental housing projects are tracked through a matrix and monitored according to HUD prescribed guidelines. HOME monitoring ensures that recipients manage projects in compliance with HOME eligibility and record keeping requirements. Property inspections must meet the requirements of the State, UPCS, local codes, and City rehabilitation standards for projects located in the cities of Salem and Keizer. All projects are monitored on a three-year cycle unless risk factors require more frequent monitoring.

Monitoring includes site visits and physical inspections (a minimum of 20% of the units are inspected), client eligibility documentation review, tenant/participant file review (a minimum of 20% of the units are inspected), management systems review (administrative and financial), vacancy rate review, and financial review.

The total amount of HOME funding in a project or units, in the case of rental rehab, determines the duration the project must comply with HOME regulations. All HOME property owners submit an annual report for housing projects still within the affordability period. This report indicates if there is a change in staff, property management companies, vacancy rate, when source documentation is required, level of replacement reserves, and other pertinent information to ensure understanding of the HOME program expectations. Annual reports are reviewed by staff to determine if risk levels have increased resulting in the need for more frequent monitoring, technical assistance or if personal contact is needed. This report has proven to be a very useful monitoring tool.

When programs or projects are out of compliance, staff works diligently with subrecipients to

correct issues. An important part of this effort includes coaching subrecipients on the development of the organization's policies and procedures manuals.

Every claim for reimbursement must include complete documentation to support the request or funds will not be disbursed until the information is received. Documentation typically includes Client Eligibility Forms, timesheets, tenant based rental assistance set up forms, and/or invoices.

#### **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.**

The notice of a 15-day public comment period providing citizens the opportunity to review and submit feedback was posted in the Statesman Journal. The City Council will be conducting a Public Hearing on September 10, 2018 in the Council Chambers.

The drafted CAPER is available on the City's website, and in paper format at the front desk of Urban Development Department, City of Keizer Planning/Zoning/Community Development, and at Salem's Public Library. It is also being transmitted to the Urban Development mailing list, Keizer and Salem Neighborhood Associations, NAACP, and each subrecipient.

**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 2015–2019 Consolidated Plan was amended to realign existing priorities. The Substantial Amendment did not change the six goals in the Consolidated Plan. Just realigned them with current needs.

**Does this Jurisdiction have any open Brownfields Economic Development Initiative (BEDI) grants? No**

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

DRAFT

## **CR-50 - HOME 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 §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 of Salem conducts onsite inspections of HOME-assisted rental units during the required affordability period to determine compliance with HUD property standards in accordance with CFR 92.251. HOME-assisted rental projects with one to four units are inspected every three years, projects from five to 25 units are inspected every two years, and projects with 26 or more units are inspected annually.

Per the schedule in CFR 92.504(d), 45 HOME-assisted units were inspected in FY 2018. Units that failed initial inspections were re-inspected, and all units ultimately passed inspections. The reasons for re-inspections varied; some examples were tenant cleanliness, closet doors off track, and torn window screens. These items for re-inspection were considered minor breaches of electrical and health and safety code standards.

Monitoring of projects during construction/rehabilitation was conducted on properties under construction during the 2018-2019 Program Year included single family rehabilitation projects through Polk Community Development Corporation, Cornerstone Apartments, Catholic Community Services St. Monica New Construction, Shelly's House rehabilitation, and various rehabilitation projects of Catholic Community Services (Marilyn, Winter, River Park, Renaissance, and Chemawa).

The City utilizes a Master Tracking spreadsheet indicating the last monitoring and the proposed date of the next monitoring. All findings are required to be resolved. For physical inspection findings, the City re-inspects upon completion of resolutions. If during re-inspection it is determined that items have not been sufficiently resolved or not resolved, a third inspection is conducted at a cost of \$100 to the owner (each subsequent re-inspection is an additional \$100). Concerns are required to be addressed. Responses from the owner to the initial monitoring letters sent out are required within 30 days of the date on the letter.

### **Provide an assessment of the jurisdiction's affirmative marketing actions for HOME units. 92.351(b)**

Flyers are available at various locations, news articles are published in local newspapers, and information is available on the City's website, which details all available programs and the parameters under which citizens may gain access to services. All written information includes

the following language to ensure that all citizens have access:

“It is the City of Salem’s policy 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”.

All HOME projects with five or more units are required to submit an Affirmative Fair Housing Marketing Plan (AFHMP) that includes the affirmative marketing actions undertaken. Review of the AFHMP occurs with owners during the HOME monitoring to ensure information continues to be current.

For public meetings, the following information is included on notices and agendas:

“In order to ensure the broadest range of services to individuals with disabilities, the City of Salem will be pleased to make necessary arrangements. To request services (interpreter, etc.) please call the number listed below at least two working days (48 hours) in advance. Voice: 503-588-6178, TTY: 503-588-6370. It is the City of Salem’s policy 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.

Si necesita ayuda para comprender esta informacion, por favor llame 503-588-6178”.

In addition, the following icons are printed along with program information: accessibility, Equal Employment Opportunity Commission, Equal Housing Opportunity (Fair Housing Logo), and HUD Logo.

All programs funded through Federal Programs are required to post a statement documenting affirmative marketing on materials provided to clients for the program. Many of the organizations post this statement in applications, on websites, and in brochures for their programs.

The City does not anticipate changing the affirmative marketing actions.

**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**

CDBG and HOME program income is used to fund multiple projects/programs. As projects request reimbursement, the City draws from PI and then EN based on the amount of PI available.

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

The City continues to help foster and maintain affordable housing by providing HOME funds to CHDOs and other nonprofit housing organizations with an affordable housing mission. These partnerships have helped to remove many housing barriers including limited availability and coordinated housing. Additionally, the combination of HOME and CDBG funds over the past year have provided programs including but not limited to subsistence payments, tenant based rental assistance, security deposits, job training programs, and case management activities. These programs assist in addressing barriers such as fees and charges, limitations, coordinated housing, job creation, and job training. The City provides System Development Charge waivers for organizations constructing new affordable housing using federal funds allocated through the Federal Programs Division. This waiver reduces the cost of construction which provides incentives to construct affordable housing for families that earn 60% or less of the local area median income. Organizations utilizing HOME funds are required to maintain the property as affordable for a prescribed number of years as outlined in the HOME and CDBG requirements. To ensure the maintenance of affordable housing, the City follows all compliance monitoring requirements on a regulated schedule.

At the time when property is acquired or rehabilitated, steps are taken to prevent as much tenant disruption as possible. Required notices are sent to tenants as part of the application process and at time of award. Verification that these steps have been taken is a condition of funding to the organization for the project. Staff attend Uniform Relocation Act (URA) training whenever offered and trains subrecipients on the importance of compliance.

## APPENDICES

### Appendix A: Public Comments



# **APPENDICES**

## **Appendix A: Public Comments**

**The City did not receive any public comments for consideration.**

DRAFT