



## **Program Year 2019**

(Final Year Activities for 2015-2019 Consolidated Plan)

# ***Consolidated Annual Performance & Evaluation Report (CAPER)***

**PUBLIC REVIEW PERIOD**



**October 27, 2020 – November 11, 2020**



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Consolidated Annual Performance Evaluation Report (CAPER)

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*City of Salem  
Leadership*

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Mayor Chuck Bennett  
Cara Kaser, Ward 1  
Tom Andersen, Ward 2  
Brad Nanke, Ward 3  
Jackie Leung, Ward 4  
Matt Ausec, Ward 5  
Chris Hoy, Ward 6  
Vanessa Nordyke, Ward 7  
Jim Lewis, Ward 8

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*City of Keizer  
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Mayor Cathy Clark  
Laura Reid, Position 1  
Kim Freeman, Position 2  
Marlene Parsons, Position 3  
Roland Herrera, Position 4  
Elizabeth Smith, Position 5  
Dan Kohler, Position 6

**PROGRAM YEAR 2019  
CAPER  
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Under the U. S. Department of Housing and Urban Development's (HUD) Community Development Block Grant (CDBG) and HOME Investment Partnership (HOME) programs entitlement funds are provided to improve the lives of citizens by meeting prescribed federal guidelines.

At the beginning of each fiscal year (FY), the City prepares an Annual Action Plan that informs HUD and citizens what goals and objectives the City intends to meet with CDBG and HOME funds during that upcoming year. During the program year, substantial amendments are publicly reviewed. At the end of the fiscal year, the City prepares a Consolidated Annual Performance Evaluation Report (CAPER) to illustrate the actual accomplishments achieved during that year.

The CAPER allows HUD, local officials and citizens to assess the use of available resources and to assess the efforts made to achieve the goals and objectives identified in the Consolidated Plan and Annual Action Plan. The FY 2019 CAPER captures the expenditures, accomplishments, and progress made on the strategies and goals outlined in the approved final year of the FY 2015-2019 Consolidated Plan (Con Plan).

In the final quarter of this program year Oregon joined in the worldwide effort to slow the spread of coronavirus/COVID-19. In March, Salem enacted an emergency declaration. Early actions enacted by the Governor included a moratorium on rent collection, closing of businesses and schools. The City was awarded supplemental CDBG (CDBG-CV) resources to prevent, prepare and respond to coronavirus. A substantial amendment to the 2019 Annual Action Plan allocated resources to nonprofit organizations. The amended plan activities are included in this CAPER.

During this FY the cities of Salem and Keizer receive HOME funds as part of a Consortium. On June 1, 2020, the City of Keizer exercised the option to join Marion County and the HOME Consortium with Salem will dissolve.

This report covers activities either opened or closed during the period of July 1, 2019 to June 30, 2020. Some activities are funded from previous program year allocations.

This report also provides a general assessment of the progress in addressing the priorities and objectives contained in the Consolidated Plan. The FY 2019 Annual Action Plan, amendments and other pertinent documents may be accessed through the City's Federal Programs website at <http://www.cityofsalem.net/Pages/application-process-for-grant-funds.aspx>.

### CR-05 -2018 Goals and Outcomes

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

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

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

#### COMPLETED ACTIVITIES:

| Subrecipient      | Source       | Activity  | Progress Made   |
|-------------------|--------------|---|---|
| Interface Network | 2018<br>CDBG | Microenterprise training and technical assistance | Completed. Assisted 13 small businesses. 12 jobs were created/retained. |

#### ONGOING ACTIVITIES:

| Subrecipient    | Source       | Activity  | Progress Made                       |
|-----------------|--------------|---|-------------------------------------|
| MERIT           | 2019<br>CDBG | Microenterprise training and technical assistance | Will be completed June 2021.        |
| Garten Services | 2019<br>CDBG | Recycling Center Facility Modernization Phase III | Scheduled to complete Fall of 2020. |

- **Goal - End Homelessness**

- Activities Funded / Implemented in this and prior fiscal years: *Case Management and Facility Coordinated Access to Housing; Homeless Prevention Subsidies/Subsistence Payments; Homeless Prevention Case Management and Respite Services; Tenant Based Rental Assistance (TBRA) and Coordinated Access to Housing Rehabilitation/Conversion Affordable Housing*

**COMPLETED ACTIVITIES:**

| <b>Subrecipients</b>                        | <b>Source</b> | <b>Activity</b>   | <b>Progress Made</b>   |
|---|---------------|---|--|
| <b>Center for Hope and Safety</b>           | 2019<br>CDBG  | Prevention of Domestic Violence Case Management                         | Program activities were completed this year. Assisted 2004 individuals.                                      |
| <b>Salem Interfaith Hospitality Network</b> | 2018<br>CDBG  | Homeless Case Management  | Over 50 families received case management services related to self-sufficiency.                              |
| <b>Congregations Helping People</b>         | 2018<br>CDBG  | Interim Housing (one-time Rental Assistance / Subsistence Payments)     | Completed in 2019. Activities assisted 87 families. The average subsistence payment was \$632 per household. |
| <b>ARCHES Day Center Project</b>            | 2018<br>CDBG  | Rehabilitation and expansion of day resource center to include showers. | Completed activity with 1,154 unduplicated guests served.  |

**ONGOING ACTIVITIES:**

| <b>Subrecipients</b>                                 | <b>Source</b> | <b>Activity</b>       | <b>Progress Made</b>         |
|--|---------------|-----------------------|------------------------------|
| <b>Mid-Willamette Valley Community Action Agency</b> | 2019<br>CDBG  | Salem Warming Network | 2019 activities are ongoing. |

|   |              |   |                   |
|---|--------------|---|-------------------|
| <b>Salem Interfaith Hospitality Network</b>                             | 2018<br>HOME | TBRA Rent Assistance and<br>Security Deposits | Ongoing activity. |
| <b>Salem Housing Authority</b>  | 2018<br>HOME | TBRA Rent Assistance and<br>Security Deposits | Ongoing activity. |
| <b>Mid-Willamette Valley Community<br/>Action Agency ARCHES Program</b> | 2019<br>HOME | TBRA Rent Assistance and<br>Security Deposits | Ongoing activity. |

- 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.*

#### **COMPLETED ACTIVITIES:**

| <b>Subrecipients</b>            | <b>Source</b> | <b>Activity</b>                           | <b>Progress Made</b>  |
|---------------------------------|---------------|---|---|
| <b>Community Resource Trust</b> | 2017<br>HOME  | New construction of<br>affordable housing | Activity completed. Four units are designated<br>high home apartments. 180 total units added to<br>community housing effort to address<br>homelessness. |

**ONGOING ACTIVITIES:**

| <b>Subrecipients</b>                          | <b>Source</b>                    | <b>Activity</b>  | <b>Progress Made</b>   |
|---|----------------------------------|--|--|
| <b>Salem Housing Authority</b>                | 2017, 2018, 2019 CDBG, 2018 HOME | Yaquina Hall   | Ongoing activity.  |
| <b>Salem Housing Authority</b>                | 2018 HOME                        | Security Deposits  | Ongoing activity.  |
| <b>Salem Housing Authority</b>                | 2016 CDBG                        | South fair Apts. Rehabilitation  | Ongoing activity. Funds have been drawn for predevelopment expenses.   |
| <b>Salem Housing Authority</b>                | 2018 CDBG                        | Fisher Road Apartments   | Ongoing activity. Project completion is expected Fall 2020.  |
| <b>Center for Hope and Safety</b>             | 2018 CDBG                        | Demolition and remediation for affordable housing project.                         | Demolition completed in PY 2018. No Further Action (NFA) letter received from DEQ. Housing component expected to be completed by 2023. |
| <b>Polk Community Development Corporation</b> | 2019 CDBG                        | LMI Owner-Occupied Housing Rehabilitation. Salem Community Development Block Grant | Ongoing activity.  |
| <b>Integrated Supports for Living, Inc.</b>   | 2019 CDBG                        | Rehabilitation of Fisher / Sizemore Apartments                                     | Ongoing activity.  |
| <b>WestCare Oregon, Inc.</b>                  | 2019 CDBG                        | Veterans Housing ADA Improvements  | Ongoing activity.  |



**The City received two allocations of CDBG grants to respond to COVID-19 needs. The 2019 CDBG Annual Action Plan (AAP) was amended to fund the following ongoing activities for the initial allocation of \$775,386:**

| <b>Activity</b>                       | <b>Subrecipient</b>                    |
|---------------------------------------|--|
| • Rent and Utility Assistance Program | Housing Authority of the City of Salem |
| • Mortgage Assistance Program         | Housing Authority of the City of Salem |
| • Rent/Utility Assistance             | Island Boy Camp                        |
| • Family Wellness Program (FWP)       | Mano a Mano Family Center              |
| • Meals on Wheels                     | Marion-Polk Food Share                 |
| • CRAWL – Rent and Utility Assistance | Seed of Faith Ministries               |
| • Administration                      | City of Salem                          |

Allocation of the second tranche of federal resources to address COVID needs in the community have not been determined, as of this submission. Once determined the 2019 AAP will be amended and submitted for no less than five-day public review and a public hearing.

During 2019-2020 general funds, urban renewal and other resources were used to support 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*), acquiring property for homeless services, working with regional governmental partners to support the Mid-Willamette Valley Homeless Alliance. These non-HUD accomplishments and resources are not included in the data report.

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**Assess how the jurisdiction's use of funds, particularly CDBG, addresses the priorities and specific objectives identified in the plan, giving special attention to the highest priority activities identified.**

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 Consolidated Plan. CDBG activities that helped address the top priorities included: job retention, employment creation, small business assistance, case management and direct payment assistance to prevent homelessness.

As noted on pages five thru seven Interface, SIHN/Family Promise, Congregations Helping People, ARCHES Day Center and Community Resource Trust completed CDBG activities that address the priorities and objectives in the 2019 AAP.

Most funded programs made progress in addressing the action plan goals. The housing rehab and new construction activities are delayed due to the amount of time it takes to complete multiple funded projects. The pandemic didn't help. Tax credit markets are volatile and construction protocols have changed to avoid the spread of the virus.

**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)**

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

| <b>Race/Ethnicity</b>                     | <b>CDBG</b> | <b>HOME</b> |
|---|-------------|-------------|
| White                                     | 2874        | 44          |
| Black or African American                 | 145         | 5           |
| Asian                                     | 34          | 0           |
| American Indian or American Native        | 90          | 2           |
| Native Hawaiian or Other Pacific Islander | 16          | 3           |
| <b>TOTAL</b>                              | <b>3159</b> | <b>54</b>   |
| Hispanic                                  | 628         | 11          |
| Not Hispanic                              | 2531        | 43          |
| <b>TOTAL</b>                              | <b>3159</b> | <b>54</b>   |

### 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. These tables 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. Please note that "Total" includes information on "other/multiracial" persons/households in CDBG. In some cases, individuals may report a race and then include the ethnicity as Hispanic and in some cases a race is not identified. If a race is not identified, then the individual or family will be counted in the white race category.

Recognizing the racial disparities COVID has caused on communities of color, federal resources have been targeted to nonprofits with track records for working in the African American, Latinx and Pacific Island families.

### CR-15 - Resources and Investments 91.520(a) *Identify the resources made available*

#### Resources Made Available

| Source of Funds                   | Resources Made Available | Actual Amount Expended During Program Year |
|-----------------------------------|--------------------------|--|
| CDBG Entitlement / Program Income | \$1,476,350.88           | \$607,321                                  |
| HOME Entitlement / Program Income | \$986,047.57             | \$473,370                                  |
| <b>TOTAL</b>                      | <b>\$2,462,398.45</b>    | <b>\$1,080,691</b>                         |

### Narrative

The amounts indicated in the "Resources Made Available" column in the table above represent PY2019 resources **ONLY**. The amounts indicated in the "Amount Expended During Program Year" column indicate dollars spent from PY 2019 resources as well as resources from prior program years.

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 in determine how much is anticipated in the coming PY.

2019 grant funds were not available to draw from the HUD LOCCS system until September 2019. This caused a delay in starting many of the activities. Projects with carryover funds will be reported in next year's CAPER.

#### **Identify the geographic distribution and location of investments**

#### **Identify the geographic distribution and location of investments**

| <b>Target Area</b> | <b>Planned Allocation</b> | <b>Amount Allocated</b> | <b>Narrative Description</b>   |
|--------------------|---------------------------|-------------------------|--|
| Salem NRSA         | 0                         | 0                       | The City did not receive any applications targeted toward households in the designated NRSA. |

The Salem/ Keizer Housing Consortium did not receive any fundable requests in 2019 to exclusively serve the City of Keizer. However, ongoing activities related to addressing homelessness (HOME TBRA and Security Deposits) assist Keizer households.

#### **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.**

Applicants awarded PY 2019 CDBG and HOME funds were required to detail all secured and unsecured funding sources in the proposals submitted for review. Subrecipient agreements detail sources and uses, annual CAPER reporting and at project closeout grantees are required to provide information regarding the match resources. Additionally, the City of Salem contributed \$400,000 in General Fund as leverage.

The HOME Program requires a 25% match for each HOME dollar invested and excess match may be recorded for use in future years. Federal resources are leveraged with private loans, grants received from local businesses and trusts, LIHTC, Oregon Housing Tax Credits, Oregon Housing Trust Funds, weatherization grants, donations, and volunteer support. Housing developers are encouraged to combine HOME with local and state financing to recapitalize and/or construct affordable housing low-income housing.

#### **Fiscal Year Summary - HOME Match Report**

| <b>Fiscal Year Summary – HOME Match</b>  |                |
|--|----------------|
| 1. Excess match from prior Federal fiscal year                                 | \$6,852,315.00 |
| 2. Match contributed during current Federal fiscal year                        | \$1,923,370.00 |
| 3. Total match available for current Federal fiscal year (Line 1 plus Line 2)  | \$8,775,685.00 |
| 4. Match liability for current Federal fiscal year                             | \$ 81,795.00   |
| 5. Excess match carried over to next Federal fiscal year (Line 3 minus Line 4) | \$8,639,890.00 |

**Match Contribution for the Federal Fiscal Year**

**Program Income (HOME report)**

| <b>Program Income</b> – Enter the program amounts for the reporting period |  |  |   |   |
|--|--|--|---|---|
| <b>Balance on hand at beginning of reporting period</b><br>\$              | <b>Amount received during reporting period</b><br>\$ | <b>Total amount expended during reporting period</b><br>\$ | <b>Amount expended for Tenant Based Rental Assistance</b><br>\$ | <b>Balance on hand at end of reporting period</b><br>\$ |
| \$0  | \$235,098.57   | \$207,843.56   | \$173,595   | \$27,255.01   |

**Minority Business Enterprises and Women Business Enterprises** – Indicate the number and dollar value of contracts for HOME projects completed during the reporting period

|               | Total | Minority Business Enterprises     |                           |                    |          | White Non-Hispanic |
|---------------|-------|-----------------------------------|---------------------------|--------------------|----------|--------------------|
|               |       | Alaskan Native or American Indian | Asian or Pacific Islander | Black Non-Hispanic | Hispanic |                    |
| Contracts     |       |                                   |                           |                    |          |                    |
| Dollar Amount | 0     | 0                                 | 0                         | 0                  | 0        | 0                  |
| Number        | 0     | 0                                 | 0                         | 0                  | 0        | 0                  |
| Sub-Contracts |       |                                   |                           |                    |          |                    |
| Number        | 0     | 0                                 | 0                         | 0                  | 0        | 0                  |
| Dollar Amount | 0     | 0                                 | 0                         | 0                  | 0        | 0                  |
|               | Total | Women Business Enterprises        | Male                      |                    |          |                    |
| Contracts     |       |                                   |                           |                    |          |                    |
| Dollar Amount | 0     | \$24,000,000                      | 0                         |                    |          |                    |
| Number        | 0     | 1                                 | 0                         |                    |          |                    |
| Sub-Contracts |       |                                   |                           |                    |          |                    |
| Number        | 0     | 0                                 | 0                         |                    |          |                    |
| Dollar Amount | 0     | 0                                 | 0                         |                    |          |                    |

*Cornerstone Apartments: \$24,000,000 WBE project.*

#### Minority Business and Women Business Enterprises

**Minority Owners of Rental Property** – Indicate the number of HOME assisted rental property owners and the total amount of HOME funds in these rental properties assisted

|               | Total     | Minority Property Owners          |                           |                    |          | White Non-Hispanic |
|---------------|-----------|-----------------------------------|---------------------------|--------------------|----------|--------------------|
|               |           | Alaskan Native or American Indian | Asian or Pacific Islander | Black Non-Hispanic | Hispanic |                    |
| Number        | 50        | 0                                 | 0                         | 0                  | 1        | 49                 |
| Dollar Amount | \$189,648 | 0                                 | 0                         | 0                  | \$1,490  | \$188,158          |

#### Minority Owners of Rental Property

**Relocation and Real Property Acquisition** – Indicate the number of persons displaced, the cost of relocation payments, the number of parcels acquired, and the cost of acquisition

| Parcels Acquired                                | 0     | 0                                 |                           |                    |          |                    |
|---|-------|-----------------------------------|---------------------------|--------------------|----------|--------------------|
| Businesses Displaced                            | 0     | 0                                 |                           |                    |          |                    |
| Nonprofit Organizations Displaced               | 0     | 0                                 |                           |                    |          |                    |
| Households Temporarily Relocated, not Displaced | 0     | 0                                 |                           |                    |          |                    |
| Households Displaced                            | Total | Minority Property Enterprises     |                           |                    |          | White Non-Hispanic |
|   |       | Alaskan Native or American Indian | Asian or Pacific Islander | Black Non-Hispanic | Hispanic |                    |
| Number  | 0     | 0                                 | 0                         | 0                  | 0        | 0                  |
| Cost  | 0     | 0                                 | 0                         | 0                  | 0        | 0                  |

## 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.

#### Number of Households Supported

|   | One-Year Goal | Actual   |
|---|---------------|----------|
| # of households supported through Rental Assistance             | 100           | 0        |
| # of households supported through the Production of New Units   | 52            | 4        |
| # of households supported through Rehab of Existing Units       | 63            | 4        |
| # of households supported through Acquisition of Existing Units |               |          |
| <b>Total</b>  | <b>215</b>    | <b>8</b> |

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

The City's One-Year Goal to assist people with rental assistance, rehabilitation and 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 last quarter of this program year included a once in a lifetime national shutdown to address COVID-19 public health pandemic. The pandemic halted face to face services and the supply chain for goods. This impacted the housing construction market, as well.

The delay in federal funding was also a contributing factor in meeting the projected goals. The following projects are ongoing:

- Salem Interfaith Hospitality Network - TBRA
- Mid-Willamette Valley Community Action Agency ARCHES Program - TBRA (2019)
- Salem Housing Authority-Yaquina Hall Rehabilitation (multi years)
- Salem Housing Authority-Security Deposit Program
- Willamette Neighborhood Housing Services - new construction housing (CHDO Activity mandated minimum of 15% HOME funds)
- WestCare Oregon - Rehabilitation of Veterans Housing Complex
- Polk CDC - Owner Occupied Rehabilitation
- IS Living - Multi-Family Housing Rehabilitation

**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 200 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.**

| Number of Persons Served |             |             |
|--------------------------|-------------|-------------|
| Number of Persons Served | CDBG Actual | HOME Actual |
| Extremely Low-income     | 3279        | 38          |
| Low-income               | 7           | 9           |
| Moderate-income          | 11          | 3           |
| <b>Total</b>             | 3297        | 50          |

#### **Narrative Information**

The numbers in the above table represent affordable housing projects/programs completed during the 2019 PY.

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**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 2019-2020 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, Mid-Willamette Valley Community Action Agency ARCHES program and Salem Interfaith Hospitality Network.

**ARCHES Program Advocacy Center**

The Day Center for homeless persons, which received CDBG funding in FY 2018, is a drop-in center operated by Mid-Willamette Valley Community Action Agency ARCHES program. Homeless men and women can access resources to meet basic needs and get referrals to services. The Day Center is at various times during the week. Services 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. Since COVID pandemic social distancing and PPE resources have been made available for persons experiencing homelessness through the day center.

The City's strategy of reducing, preventing, and supporting the elimination of homelessness 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**

314 overnight shelter beds are in the Salem area. The number of beds has been reduced due to social distancing and CDC guidelines regarding the number of persons allowed in shelters. The City is fortunate to have shelter beds but the number of persons needing shelters has exponentially increased. Few shelters are available for homeless families to remain intact and for youth. During the 2019-2020 Program Year, the City of Salem provided funding to Salem Interfaith Hospitality Network (CDBG), Center for Hope and Safety (CDBG) and Northwest Human Services (General Funds) for case management 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.

The City is working with partners to acquire facilities for additional shelter beds.

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**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**

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.

Launched in July 2017, HRAP is one of the City of Salem's key strategies to reduce the number of chronically homeless individuals in Salem. With a goal to house 100 of the "hardest to house" homeless individuals in its first year, the Homeless Rental Assistance Program successfully sheltered over 250 individuals. It is one of the largest "Housing First" programs in Oregon. The program combines rental assistance, intensive case management services, and funding to reduce other barriers to client success. The City's investment is being leveraged with federal and private foundation resources.

In January 2020, the Salem City Council declared a housing emergency to increase temporary shelter options for those experiencing homelessness in Salem. This allowed us to temporarily suspend certain land use provisions to increase capacity of the newly opened United Way Safe Sleep Shelter for women, and car camping on private property with the owner's permission.

Three years of funding was provided to the Salem Housing Authority and SIHN/Family Promise in 2018. They administer a Security Deposit Program Assistance and Tenant Based Rental Housing Assistance 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**

Congregations Helping People (CHP) received CDBG funding for one-time crisis rental assistance (subsistence payments) and social service General Funds for one-time crisis utility assistance. These two programs aid in prevent homelessness. CHP has a strong evaluation system to ensure the family is able to sustain housing in the future.

### **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.

SHA has dedicated staff that assists senior clients residing in public housing who rely on resources to continue to live independently.

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

SHA has a Central Resident Council/Resident Advisory Board that meets several times a year to review the annual Public Housing Authority (PHA) Plan, as well as other topics including how to use resident participation funds. SHA solicits resident input on the capital needs assessment each year, and alerts tenants of potential policy changes to allow opportunity for tenant comment. The bylaws of 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 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.

#### **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.
- Prevent and End Homelessness (SB 5512): In 2019, the Legislature committed \$50 million to support these two critical programs (\$40 million in on-going funding, \$5 million in additional, one-time only emergency rental assistance and \$5 million in additional, one time only shelter resources).
- Provide stability for Oregonians who rent their homes (SB 608): The Legislature limited no cause evictions and provide statewide rent stabilization to prevent displacement.
- Increasing our supply of safe, stable, and affordable housing across Oregon (HB 5005): In 2019, the Legislature committed \$150 million in general obligation bonds for this program, with up to 20% of those resources for homeownership.
- In 2019, the Legislature committed \$25 million in Lottery Bonds to meet needs to maintain existing affordable housing across Oregon.
- The Legislature committed \$1.5 million to provide counseling to homeowners facing foreclosure.

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

Actions taken in 2019-2020 include:

- At its June 11, 2020 meeting, the MWVHA Board adopted its 5-Year Strategic Plan. The strategic plan will guide the evolving efforts to prevent and end homelessness in Marion and Polk counties. The Plan is available at:  
<http://mwvhomelessalliance.org/2020/07/01/board-adopts-strategic-plan/>
- Worked with public and private agencies to better understand the obstacles in meeting underserved needs. Participation in community meetings such as Salem-Keizer Collaboration, Health and Housing, along with the Emergency Housing Network (EHN). Many of the community meetings halted with the COVID shutdown. Virtual meetings are now being held.
- The City led a Point in Time (PIT) Count street outreach team. The City assisted in numerating the number of unsheltered people in Salem.
- 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. Newly appointed federal programs staff will prove to enhance program compliance and utilization of resources. Staff will work closely with HUD and industry partners to remain abreast of regulations and best practices.

The staff will participate 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.

Institutional transparency and communication with the community are top priorities for all city projects. City staff will meet with stakeholders and hold public listening sessions to ensure the needs of the community are being met with the available funding and resources.

Partner agencies will 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 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 jurisdiction's analysis of impediments to fair housing choice. 91.520(a)**  
**Summary Impediments of Fair Housing**

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.

| Fair Housing Issues/ Impediments      | Contributing Factors  | Actions Taken   |
|---------------------------------------|---|---|
| Segregation                           | Moderate levels of segregation  | In September 2018, we launched a multiyear project to update the Salem Area Comprehensive Plan, which guides future development in the Salem area. Our Salem, in 2019, the community provided input on different options and ideas for how Salem could grow in the future to better meet a variety of community priorities: housing affordability, access to transit, complete neighborhoods, and greenhouse gas emissions reduction. The final vision to develop policies and zoning code changes and to ultimately update the Comprehensive Plan next year. |
| Disparities in Access to Opportunity  | Access to proficient schools<br>Access to low poverty areas   | Provided funding for additional low-income housing in the City.   |
| Disproportionate Housing Needs        | Hispanic households tend to have higher rates of cost burdens<br>Insufficient affordable housing in a range of unit sizes | Our Salem project to review zoning and Comprehensive Plan for potential barriers to affordable housing options.<br>Funded housing development opportunities.  |
| Fair Housing Enforcement and Outreach | Insufficient fair housing education   | Contracted with Fair Housing Council to conduct fair housing education.   |

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

**Description of 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 November 23, 2020.

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**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.**

During the Program Year the City did not change the program objectives as it pertained to the Con Plan or the Annual Plan

|  |
|--|
| <b>Does this Jurisdiction have any open Brownfields Economic Development Initiative (BEDI) grants?</b> |
|--|

|    |
|----|
| No |
|----|

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

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**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.*

Based upon the 2013 HOME Rule regarding on-site monitoring, the City conducted on site monitoring of:

- Parkway Village
- The Grotto (Renamed Harbaugh House)
- New Horizons
- Center Court Commons Rehab
- White Oak\*
- Southfair
- Colonia Libertad
- Providence Place
- Woodmansee Apts (Phase 1)\*
- Woodmansee II\*

Noncompliance was issued for the Center Court Commons HOME project. The City has demanded repayment of the HOME funds from the nonprofit developer.

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)**

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 the Salem Urban Development Community Services and Housing Commission and other public meetings, the following information is included on agenda's:

"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.

**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 attends Uniform Relocation Act (URA) training whenever offered and trains subrecipients on the importance of compliance.

#### Appendix A: Public Comments

To be completed after public review

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