

**FY21 COMPANION**  
to, and  
**CONSOLIDATED ANNUAL PERFORMANCE**  
**AND EVALUATION REPORT**  
**(CAPER)**



**CITY OF SALEM, MASSACHUSETTS**

*Fiscal Year 2021*  
*July 1, 2020 to June 30, 2021*

**Kimberley Driscoll, Mayor**  
Tom Daniel, AICP, DPCD Director  
Amanda Chiancola, Deputy Director  
Jane A. Guy, Assistant Community Development Director

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CAPER finalization date – *September 15, 2021*

*Cover photo: Courtesy of Open Door Immigration*

# INTRODUCTION

The overarching goal of the City of Salem is to provide a healthy, affordable, accessible and welcoming community for its residents to live and work and for its businesses to thrive. To accomplish this goal, the City uses grants from the U.S. Department of Housing and Urban Development (HUD)—Community Development Block Grant (CDBG) and Home Investment Partnership Program (HOME)—which are administered through the Department of Planning and Community Development (DPCD). The following describes each of the grants and their program objectives.

- **CDBG** is a formula-based program designed to develop viable urban communities by providing decent housing, a suitable living environment, and expanding economic opportunities for persons of low- and moderate-income<sup>1</sup>.
- **HOME** is a formula-based program for expanding and improving the supply of decent, safe and affordable housing for low- and moderate-income persons.

These resources fund a wide range of projects designed to develop and maintain affordable housing, improve neighborhood public facilities, provide economic opportunities, improve access to public facilities for people with disabilities, provide critical public services, assist people who are homeless, and prevent homelessness.

Throughout the many years of the City of Salem’s CDBG program, significant improvements have been made to the City’s physical and social environment for its low- and moderate-income residents. The CDBG program has made a strong impact in Salem, as seen through the numerous homes rehabilitated, neighborhood facilities and infrastructure improved, businesses strengthened, jobs created and families served through our non-profit community partners.

## **Consolidated Plan, Annual Action Plan, and CAPER**

A Consolidated Plan for Housing and Community Development (Consolidated Plan) must be prepared every five years for a community to receive CDBG and HOME funds from HUD. The Consolidated Plan is a comprehensive analysis and evaluation of a community’s needs which is used to identify goals and objectives and to establish a vision for attaining a higher quality of life for low- and moderate-income residents. Prior to the start of each fiscal year within the five-year Consolidated Plan period, an Annual Action Plan must be prepared which lists the specific activities that will be undertaken, utilizing CDBG and HOME funds, that will work toward accomplishing the 5-year vision. The Consolidated Annual Performance and Evaluation Report (CAPER) must also be prepared annually as a mechanism for reporting accomplishments of the funded activities and to measure the success in achieving the vision, goals and objectives identified in the Consolidated Plan.

Salem’s 5-Year Consolidated Plan - Fiscal Years 2021-2025 (FY21-25) - began on July 1, 2020 and will end on June 20, 2025.

## **Contact Information**

We are always open to feedback on our progress, as well as to answer questions regarding any of our programs mentioned in this report. If you would like more information, please contact the Department of Planning and Community Development at 978-619-5685.

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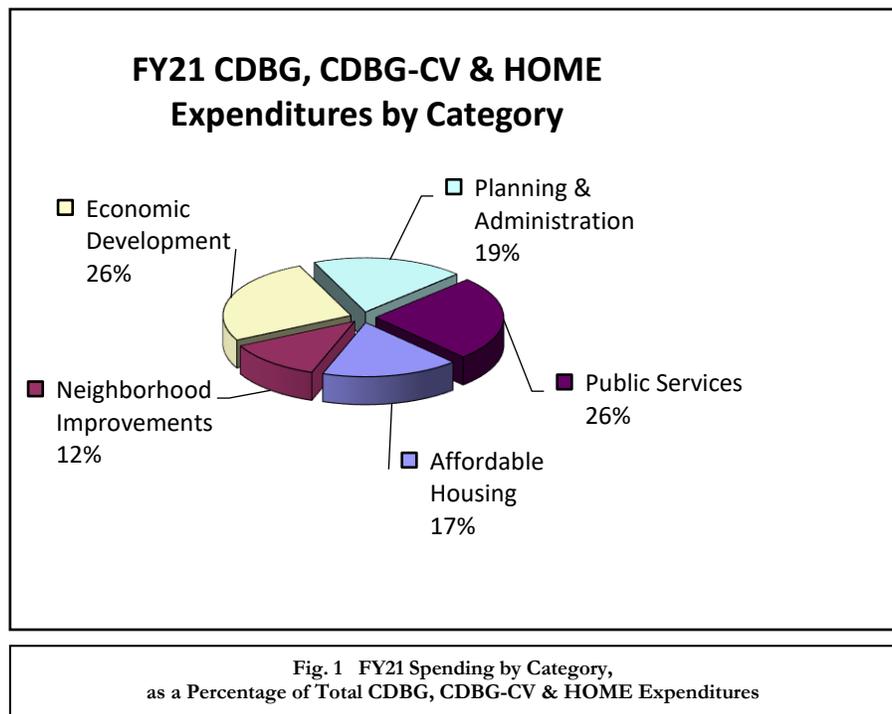
<sup>1</sup> Low- to moderate- income individuals equals less than 50 or 80 percent of the Boston area median income respectively.

# EXECUTIVE SUMMARY

Salem’s FY21 CAPER provides an analysis of the first fiscal year - July 1, 2020 through June 30, 2021<sup>2</sup> - of the City’s 5-Year Consolidated Plan completed in 2020. This report is an opportunity to demonstrate our progress and the accomplishments produced by the City of Salem and its community partners, to report our successes over the past fiscal year and to inform the community of how federal and local programs are making a difference in the lives of its low- and moderate-income residents. In this report, we included the information from HUD’s online Integrated Disbursement and Information System (IDIS) to fulfill HUD requirements, as well as information that may be of interest to our residents.

The CDBG entitlement funds from HUD for the fiscal year were \$1,098,733 and program income received during FY21 was \$125,559.42. In addition, the City was awarded a total of \$1,184,098 in CDBG-CV funds for activities that prevent, prepare for, or respond to COVID-19. Our HOME funding allocation was \$168,650. We also used any available carried over CDBG and HOME funds from prior years.

We expended a total of \$771,697.57 in CDBG funds and a total of \$369,867.33 in CDBG-CV funds. We met all timeliness requirements and program expenditures were consistent with our 5-Year Consolidated Plan and FY21 Action Plan goals. Public Service programs were just below the 15 percent maximum allowable for such activities (Note: HUD waivers allow the 15% cap to be exceeded when those activities are COVID-19 related), and we did not exceed the 20 percent administration spending cap.



In addition to CDBG funds, the DPCD also spent \$130,847.65 in HOME funds to undertake additional affordable housing activities. The City of Salem is a member of the North Shore HOME Consortium and the specific accomplishments of HOME activities are reported to HUD through the Consortium by the City of Peabody. However, a summary of our activities is reported within this document. \$5,059 was expended for HOME administration.

During FY21, the DPCD continued to make significant progress toward meeting the goals and objectives laid out in the 5-Year Consolidated Plan and FY21 Action Plan. The following is a summary of accomplishments for each of our program areas – Affordable Housing, Public Services, Economic Development, Neighborhood Improvements and Planning & Administration. In the Financial Summary tables found in each program area, “funding available” indicates the total CDBG funds available during the fiscal year, including FY21 and prior year carried over funds+/- any adjustments made during the year. Status is as of June 30, 2021.

<sup>2</sup> HUD refers to Salem’s FY21 as Program Year 2020 (the funding source year).

## EXECUTIVE SUMMARY - AFFORDABLE HOUSING PROGRAMS

Salem has a number of services that address affordable housing issues, including rehabilitating and maintaining current housing stock, developing new housing opportunities, assisting families in acquiring housing and enabling struggling families to remain in their homes. In FY21, Salem spent \$222,850.29 in CDBG and HOME funds on affordable housing projects and programs. Of this, CDBG funds spent totaled \$80,643.64, CDBG-CV totaled \$6,300 and HOME funds totaled \$135,906.65.



*Home on North Street prior to emergency roof, chimney and railing repairs.*

**Table 1: FY21 Housing Financial Summary**

Project	Project Description	Funding Available	Status
Housing Rehabilitation Loan Program	Provides technical and financial assistance to help LMI homeowners and landlords make needed improvements to their properties.	\$226,410.69 CDBG (FY21 & carried over)	<ul style="list-style-type: none"> <li>• \$10,591.06 CDBG funds spent</li> <li>• 1 unit improved (1 underway)</li> </ul>
First Time Homebuyer Program	Provides 0% interest deferred payment loans to LMI families purchasing a home in Salem.	\$31,941.73 CDBG	<ul style="list-style-type: none"> <li>• \$23,655.64 CDBG funds spent</li> <li>• 3 households/units assisted</li> </ul>
Rental Assistance Programs	Funds are used to help low- and extremely low-income Salem residents move into decent, affordable rental units and for high risk homeless persons to be placed into housing with supports. The program is administered by North Shore Community Action Programs.	\$163,171.79 in carried over open HOME Contracts	<ul style="list-style-type: none"> <li>• \$116,056.83 HOME funds spent</li> <li>• 25 households assisted</li> </ul>
Emergency Rental Assistance	This rental assistance program is available for Salem residential renters who have had a demonstrated gap in their income due to the COVID-19 pandemic and are at risk of losing their housing. The program provides \$500 per household for two months (maximum \$1,000), in a payment made directly to the landlord. The program is administered by North Shore Community Action Programs.	\$250,000 CDBG-CV  \$37,773 FY20 HOME	<ul style="list-style-type: none"> <li>• \$6,300 CDBG-CV funds spent (reported under public services)</li> <li>• 6 households assisted</li> <li>• \$14,790.82 HOME funds spent</li> <li>• 14 households assisted</li> </ul>

Project	Project Description	Funding Available	Status
Affordable Housing Development	Funding pool for pre-development, acquisition and/or projects with rehabilitation of affordable housing units (at or below 80% of AMI) by non-profit housing developers and/or CHDO's.	\$50,000 CDBG	\$0 funds spent
Housing Program Delivery	Costs associated with providing rehabilitation programs & inspectional services.	\$57,736.94 (FY21 & carried over) \$5,059 HOME	\$46,396.94 in CDBG funds & \$5,059 in HOME admin funds spent for housing program delivery & inspectional services including lead inspection.

### HOME Program

The City of Salem is a member of the North Shore HOME Consortium. The City of Peabody administers the Consortium and maintains all documentation regarding Salem's participation, including accomplishments in Integrated Disbursement and Information System (IDIS) – HUD's on-line reporting program. The Housing Coordinator and/or the Assistant Community Development Director attend regular meetings of the North Shore HOME Consortium.

During FY21, the City of Salem spent \$135,906.65 in HOME funds. \$89,762.33 in HOME funds were used to fund Tenant Based Rental Assistance Programs which targeted high risk homeless individuals, through a housing first model. North Shore Community Action Programs provided 12 individuals with rental assistance, along with support services. In addition, \$26,294.50 in carried over funds was spent through the Rental Downpayment Assistance Program to assist low- and extremely low-income Salem households to help pay first and last months' rents and security deposits to enable them to secure decent, affordable housing. The program is an important tool for helping families with the costs of moving into a decent apartment. Assisted were 13 families through existing contracts with Citizens, Inc. and with North Shore Community Action Program, Inc. \$14,790.82 in HOME funds was also spent for Emergency Rental Assistance during COVID-19 (see below) and \$5,059 in HOME funds was spent in administrative costs.

Additional HOME funds have been committed to affordable housing projects with North Shore CDC, which are in various planning stages.

### COVID-19 Emergency Rental Assistance

This year, due to the COVID-19 pandemic, many persons lost jobs, were laid off or were furloughed, resulting in difficulties in paying rent. The City gathered funds from various sources to provide emergency rental assistance to households affected and entered into four contracts with NSCAP to oversee this program. Funds included \$250,000 with CDBG-CV funds, \$37,773 with HOME funds, \$100,000 in Community Preservation Act funds (CPA) and \$50,000 in other COVID-related funds the City was awarded by the State. Spent was \$14,790.82 in HOME funds to assist 14 households, \$6,300 in CDBG-CV to assist 6 households, \$3,000 in CPA funds to assist 3 households and \$41,597.29 in City COVID funds to assist 40 households.

### Foreclosure Prevention

Located at <https://www.salem.com/planning-and-community-development/pages/foreclosure-prevention-legal-resources>, the city's website contains a list of links to various resources for foreclosure prevention and legal assistance. Housing staff are also able to offer assistance to families threatened with the possibility of foreclosure.

Foreclosure can result in families being displaced from their home and can also result in increased demand for affordable rental units by both the former homeowner and by any displaced tenants. Salem continues to fund Rental Downpayment Assistance programs at NSCAP and Citizens, Inc. to provide first/last month's rent and security which can be used by displaced families.

Foreclosure can also result in vacant buildings, which can have a deteriorating effect on neighborhoods. In an effort to re-occupy and repair foreclosed properties, the City's First-Time Homebuyer Downpayment Assistance Loan Program is available to first-time buyers who hope to take advantage of the lower price that they may get by purchasing a foreclosed upon home. The Housing Rehabilitation Loan Program is available to investors who purchase foreclosed properties so that they can bring the property up to code and turn them into affordable rental units. As part of the Housing Rehabilitation Loan Program, any renovated rental units are restricted to affordable rents and must be occupied by low- to moderate-income households for a period of 15 years.



*200 PPE kits were given to Salem businesses*

## EXECUTIVE SUMMARY - PUBLIC SERVICES

The Consolidated Plan identified the need for various social service programs that primarily benefit Salem’s low- to moderate-income population and those with special needs (such as physically or mentally disabled, elderly or frail elderly, youth, non-English speaking residents, persons living with HIV/AIDS, substance abusers and homeless persons and families). In FY21, our priority goals were to continue to support a broad range of social service programs that are consistent with the needs and goals identified in the Consolidated Plan and the FY21 Action Plan. Public service projects funded during FY21 were selected using a Request for Proposals (RFP) process. All awards are made to non-profit agencies or city departments to carry out the programs.



*Salem Park & Recreation Hip Hop Class*

According to HUD regulations, we are allowed to commit up to 15 percent of our CDBG allocation to public service activities. During COVID-19, HUD waivers allow the 15% cap to be exceeded when those activities are COVID-19 related, but Salem remained under the 15% cap.

In FY21, there were 21 new and 13 carried over public service contracts. With CDBG we were able to expend \$132,169.13, which, in turn, assisted at least 7,928 people, including at least 201 youth and 201 seniors. All contracts with funds remaining are carried over to FY22. With CDBG-CV, we expended \$193,713.02 on 8 public service contracts, which assisted 3,943 people, including 55 youth and 500 seniors.

**Table2a: FY21 Public Services Financial Summary for CDBG**

Agency	CDBG Funding Available	CDBG Funds Spent	Number Assisted	Program Impact
Bentley Academy Charter School Teacher Home Visits	\$8,000.00	\$0	-	This program was put on hold during COVID-19. Funding to be carried over to FY22.
Boys & Girls Club Remote Learning/After School Program	\$9,900.00	\$9,900.00	45 youth	Provided all day remote learning hubs for children who could not accomplish remote learning from home during COVID-19 due to a parent working or language barriers.
Catholic Charities Homeless Prevention Program	\$9,900.00	\$9,900.00	39 persons	Assisted 14 households with avoiding eviction and homelessness through payment of rental arrearages to landlords. Each household also received budget counseling, information and referral and advocacy when needed.
Citizens, Inc./Haven From Hunger Food Pantry	\$9,900.00	\$9,900.00	1291 persons	Provided food to 564 Salem families, July, 2020-March, 2021.

Agency	CDBG Funding Available	CDBG Funds Spent	Number Assisted	Program Impact
Disability Resource Center	\$4,800.00	\$4,800.00	26 disabled persons/ households	Provided individual independent living services and information and referral on housing issues to Salem residents. They assisted 12 Salem residents to complete the champ application and 5 Salem residents to complete the Section 8 application. 12 virtual Housing Options workshops were held, along with a Tenants Rights Workshop and an Affordable, Accessible and Available Housing Workshop. Two Salem residents were supported in gaining housing.
H.A.W.C. Advocacy Services for Domestic Violence Victims	\$9,900.00	\$9,900.00	44 persons	Provide an Advocacy Services for Domestic Violence Victims Program that provides crisis intervention and services including safety planning, domestic violence education, support in obtaining medical and mental health care for adults and their children, and case management support in identifying permanent housing, applying for public benefits, and seeking employment. 20 adults and 24 children obtained medical and/or mental health services. 12 adults received assistance identifying permanent housing, 10 adults received assistance applying for public benefits and 6 adults received assistance locating employment.
Inversant Salem Families College Savings Program	\$7,000.00	\$0	12 existing enrolled youth	The agency suspended new enrollment due to COVID-19. They are providing services virtually with existing participants. Funding to be carried over to FY22.
LEAP for Education	\$9,900.00	\$9,900.00	24 youth	They agency provided a virtual College Success Program for high school juniors and seniors that focuses on career choices and post-secondary education opportunities, as well as Teen Center programs, including social justice group, writing club, brothers for success and sisters for success. 53 applications to colleges/universities and 8 applications for college financial aid were completed and submitted. 2 college entrance exams were completed. 17 students participated in either an academic enrichment or service learning activity.

<b>Agency</b>	<b>CDBG Funding Available</b>	<b>CDBG Funds Spent</b>	<b>Number Assisted</b>	<b>Program Impact</b>
Lifebridge Medical & Outreach Support	\$9,900.00	\$9,900.00	216 persons	Provided 596 health assessments from September 2020 through January, 2021. These included COVID-19 screening, basic wound care to diabetes monitoring, health education, referrals and other health services to homeless individuals..
New Liberty Innovation School Teacher Home Visits	\$2,500.00	\$0	-	Due to the COVID-19 pandemic, there were no teacher home visits conducted during FY20/21. Funding to be carried over to FY22.
NSCAP Homeless Prevention Program	\$9,900.00	\$0	-	Funding to be carried over to FY22.
North Shore CDC Family Success Program	\$9,900.00	\$8,197.20	207 persons	Provided 59 persons with career counseling/home resources, 26 persons with financial literacy, 42 persons with tax preparation and 80 persons with ESL classes.
North Shore Community Health	\$297.54	\$297.54	-	Funding was toward services to homeless individuals that was provided and reported in the prior fiscal year, but billed in FY20/21.
North Shore Moving Market	\$4,500.00	\$4,500.00	90 persons	Provided monthly deliveries of food to 59 elderly, disabled and disadvantaged Salem households.
Open Door Immigration	\$5,860.39	\$860.39	6 persons	Activities included providing consultations and immigration legal services to Salem residents, including citizenship interviews, new applications, consular processing, and adjustment of status applications. Six clients became US citizens in April/May, 2021.
Salem Park & Recreation Park Enrichment Programs	\$4,000.00	\$300.00	10 youth	Provided an art workshop.
Salem Community Child Care	\$9,000.00	\$9,000.00	9 youth	Provided after school child care and remote learning for 83 days from November, 2020 through February, 2021.
Salem Council on Aging Art Program	\$689.06	\$0	-	The program did not run due to the COVID-19 pandemic. All funds will be carried over to FY22.
Salem Council on Aging Exercise Program	\$1,998.12	\$1288.12	27 seniors	Held weekly classes for senior citizens and disabled residents through Zoom from July, 2020 through April, 2021. Classes were then held outdoors in May/June, 2021. The class provides body conditioning to enhance strength, balance, coordination and endurance.

Agency	CDBG Funding Available	CDBG Funds Spent	Number Assisted	Program Impact
Salem Council on Aging Transportation Program	\$13,339.00	\$388.37	174 seniors	Provided 3236 rides to medical appointments, grocery shopping, events at the CLC and other trips (funded primarily through non-CDBG funds).
Salem Police Department Bicycle and Walk/Ride Patrols	\$20,457.18	\$12,061.26	5,505 persons	Provided targeted teamed bike patrols in the Point Neighborhood, concentrating on crime and disorder, loiterers, drug interaction and other quality of life issues, while interacting with the residents and community policing. Officers interacted with residents and tourists, visited businesses, and interacted with youth in parks.
Salem Police Department Community Policing & Engagement	\$17,250.00	\$0	-	All funds will be carried over to FY22.
Salem YMCA School Age Child Care Program	\$9,900.00	\$9,900.00	101 youth	Provided childcare with curriculum based instruction, enrichment activities & swimming. Activities included arts & crafts, STEM, technology, sports, dance and theater, along with academic support.
Salvation Army Homeless Prevention	\$6,500.00	\$1,500.00	2 household	Provided rental assistance to avoid homelessness.
Salvation Army Winter Cot Program	\$4,153.84	\$0	-	The program is designed to facilitate opening the building for overnight stay when outside temperatures hit extreme lows, so that no one who is homeless will be exposed to these deadly temperatures. In Winter 2020/2021, there were no nights that the building needed to be open for this emergency purpose. The program funding will be carried over through to next season, so that emergency funding to have overnight building attendance remains available when needed.
V.O.C.E.S. Hispanic Education Program	\$5,000.00	\$4,676.25	100 persons	Conducted 2-hour GED preparation classes two times per week with tutorials one day a week and provided citizenship education classes two times a week at 2 hours each, held over Zoom. This year 2 Salem residents received their GED and 76 persons obtained citizenship.
<b>TOTAL PERSONS ASSISTED</b>		<b>At least 7,928 people, including at least 201 youth and 201 seniors</b>		

**Table2b: FY21 Public Services Financial Summary for CDBG-CV**

Agency	CDBG Funding Available	CDBG Funds Spent	Number Assisted	Program Impact
NSCAP – Emergency Rental Assistance	\$250,000.00	\$6,300.00	6 households	Assisted 6 households with emergency rental assistance.
Lifebridge – Homeless Day Support & Outreach	\$11,960.00	\$11,960.00	214 persons	Funds were to expand the day center from 3 days with one staff member to 5 days with 2 staff members in order to provide direct care and case management to homeless persons during the COVID-19 pandemic. They ended up operating 7 days a week and 24 hours a day several times through April, seeing 50-60 people per day and some days up to 75 people. They provided food, PPE, access to a warm location during inclement weather and access to virtual health appointments.
Haven From Hunger – COVID-19 Response	\$39,991.78	\$39,991.78	1724 persons	Expanded the Haven From Hunger food pantry to accommodate increases in participation due to COVID-19 from June, 2020 through September, 2020.
Salem Pantry – COVID-19 Program Expansion	\$9,400.00	\$9,400.00	363 households	Distributed food to 363 unique households at various mobile food pantry sites in Salem.
YMCA – COVID-19 Emergency Child Care	\$40,000.00	\$40,000.00	55 children	Provide emergency childcare (ages infant to 12 years old) with enrichment activities including Arts & Crafts, STEM, Technology, Sports/gym games, swimming, academic support, dance, theater and indoor gardening.
Salem Council on Aging – Self-Care items for Salem Seniors	\$8,000.00	\$8,000.00	500 seniors	Provided COVID-19 care packages. Chosen items were to alleviate the need to purchase practical items necessary to isolated seniors. The bags were assembled by Council on Aging and Salem Police Department staff and were delivered to residents in Salem Housing Authority's low-income senior housing units and other senior residences. The effort was also a way to provide outreach and "check-in" on some of the most vulnerable senior residents.

Agency	CDBG Funding Available	CDBG Funds Spent	Number Assisted	Program Impact
NSCDC – Point Neighborhood COVID-19 Response	\$42,550.00	\$38,061.24	1081 persons	<p>Provided a wellness coordinator, resident ambassadors and care packages during the COVID-19 pandemic. Wellness checks were made to low income families to provide connection to resources such as diaper banks, discounted WIFI services through Comcast, referrals to food pantries/free food, support on accessing P-EBT cards, rental assistance, and unemployment benefits. Over 417 care packages were delivered to families with essential items such as toothpaste, toothbrushes, toilet paper, deodorant, shampoo, face masks, activity books and crayons, and healthy smoothie kits. Resident ambassadors walked and knocked on doors to inform them of available rental assistance (along with helping with RAFT applications), free COVID testing and vaccines (along with help booking appointments), food resources, free haircuts and City resources such as SeeClickFix, CodeRed and the public meeting calendar. They also participated in a toy drive for Christmas and reached out to small businesses. Ambassadors supported the City Board of Health to distribute Market Basket gift cards to families most in need.</p>
<b>TOTAL PERSONS ASSISTED</b>			<b>At least 3,943 people, including at least 55 youth and 500 seniors</b>	

## EXECUTIVE SUMMARY - ECONOMIC DEVELOPMENT

The City of Salem is dedicated to economic development through efforts to stimulate our local economy, revitalize the downtown and neighborhood commercial districts, improve exterior building façades, and assist local business owners. This focus brings new employers and new jobs to the city, while retaining jobs by helping existing businesses improve their commercial infrastructure or expand their operations. During FY21, a challenging year due to the COVID pandemic, Salem saw more businesses open than close, which is a testament to our community resilience. Salem has continued to see the surge of redevelopment that began years ago carry on during the pandemic, bringing new housing units online, new commercial spaces, and job growth. The increased development brings vitality to the downtown and, in the process, improves and stabilizes neighborhood business districts. Improved vitality in our neighborhood and downtown commercial districts also has the residual effect of improving public safety.



*Odd Meter Coffee is just one Salem business that opened its doors during the pandemic*

Salem's unemployment rate in July 2020 was 11.8%, a significant increase from the 3.3% unemployment rate the prior July (2019). As the year progressed, unemployment numbers decreased. In September 2020, Salem's unemployment rate was 10.4%, January 2021 was 10.1% and May 2021 was down to 6.7%. The unemployment rate remains much higher than pre-pandemic. However, the rate decreased, albeit slowly, as the economy was slowly reopened after the March 2020 shutdown.



In March 2020, Mayor Driscoll convened several task forces to address specific community needs. One such task force, the Economic Development Recovery and Revitalization (EDRR) Task Force, was managed by the DPCD Director. He gathered Salem's economic development partners in mid-March and together the group set out to determine short- and long-term needs for the business community, strategize revitalization efforts to implement when the stay-at-home advisories were lifted, and serve as a communication vehicle for the business community in terms of available opportunities and assistance. Members of the EDRR are Tom Daniel and Kate Newhall-Smith from the City of Salem, Ward 2 City Councillor Christine Madore, Beth Debski from the Salem Partnership, Laura Swanson from The Enterprise Center, Kate Fox from Destination Salem, John Andrews from Creative Collective, Kylie Sullivan from Salem Main Streets, Rinus Oosthoek from the Chamber of Commerce, and Lucy Corchado from the Point Neighborhood Association. From the outset the group was dedicated to their charge and decided to meet twice a week to ensure that they stayed focused on their task; Tuesday meetings were focused on the core work the EDRR wanted to accomplish and the Friday meetings focused on outreach to other economic development community stakeholders.

Since March 2020, the EDRR has accomplished the following:

- Weekly meetings to touch base and continue to work toward goals.
- Business community outreach in the following ways:
  - a. Distribute a weekly newsletter to over 300 subscribers with content focused on financial opportunities and programs, technical assistance opportunities, marketing strategies, current health regulations, and community and municipal announcements. Each newsletter is available in English and Spanish. The EDRR partner organizations also share the newsletter with their own subscriber networks, leading to sharing this information to nearly 5,000 readers;
  - b. Reviewed, digested, and created accessible infographics on funding opportunities, tools and tricks of the trade, and ways to keep employers and employees healthy. To see the range of infographics that were created in collaboration with staff from Creative Collective, please go to the following link: <https://www.creativecollectivema.com/salem-covid19-graphics>;
  - c. Organized several small industry-specific focus groups where EDRR members could speak with local business owners in various sectors including restaurants, hotels/bed and breakfasts/inns, personal services, attractions, retailers, landlords, and the gig economy;
  - d. Conducted three surveys to the business community with the goal of understanding business owners' current needs; and
  - e. Conducted two consumer sentiment surveys to better understand how consumer habits have changed throughout the various phases of the Commonwealth's reopening plans.
- Using City COVID funds, organized and distributed over 200 Personal Protective Equipment (PPE) kits free to Salem businesses.
- Created and managed a small business grant program funded through a combination of City COVID funds, reprogrammed Community Development Block Grant (CDBG) funds, and CDBG-CARES funds (from the Federal stimulus bill). DPCD staff granted approximately \$250,000 in grants ranging from \$2,000 to \$5,500 to 50 Salem businesses. Grant funds were used to help pay commercial rent, utilities, and payroll.
- Created, marketed, and managed public safety campaigns including the Stay Local Campaign to promote local commerce, the Mask Up campaign with graphics that were featured on national websites as being 'uniquely Salem', and the Salem Together Pledge.
- Members of the EDRR coordinated with municipal staff from the Traffic and Parking Department, the Licensing Board, the City Solicitor, and the Department of Public Services to facilitate extended outdoor dining. As soon as Governor Baker made the announcement that local licensing boards could expand their jurisdictions to allow for alcohol service on public land, the 'outdoor dining group' went into action working with the Creative Collective to facilitate the safe expansion of restaurants' outdoor dining onto sidewalks and parking spaces. DPCD created an application process which was shared with adjacent municipalities who adopted the same form to kick start their own outdoor dining programs. The outdoor dining group reconvened in January 2021 to begin this process anew for spring 2021. The group rebranded itself as an outdoor activations group and expanded its focus to include retailers in addition to restaurants.
- Supported Salem Main Streets in the management of the Downtown Ambassador program. The ambassadors continue to be the boots on the streets, educating visitors to the downtown on mask wearing and COVID safety precautions.
- Collaborated with The Enterprise Center to create a small business Technical Assistance program using \$60,000 in CDBG-CARES funding. This program matched small businesses to consultants to provide one-on-one technical assistance. Thus far, 19 businesses have been assisted.
- Convened a separate working group of volunteer consultants, Harvard graduate students, and staff from Congressman Moulton to strategize tools for economic response and recovery. The group

conducted in-depth interviews with 56 businesses to assess needs and develop solutions. The work led to a grant application to the Economic Development Administration to support marketing, technical assistance, events, and an economic diversification strategy.

- EDRR members collaborated to create a new \$1 million Salem Small Business Loan Fund with non-profit partners and private financial institutions.
- Organized and sponsored several business community webinars as follows:
  - a. August 13, 2020 – featured guests include Dr. David Roberts, North Shore Medical Center, Mayor Kim Driscoll, Captain Dennis King, Salem Police Department, and Kate Fox, Destination Salem
  - b. November 20, 2020 – featured guests included Dr. David Roberts, North Shore Medical Center, Mayor Kim Driscoll, David Greenbaum, Salem Health Agent, and Kylie Sullivan, Salem Main Streets
  - c. February 10, 2021 – Business Community Wellness Webinar led by Nikhil Paul from We R Human. This program was sponsored by the City of Salem, Creative Collective, and the Peabody Essex Museum

**Table 3: FY21 Economic Development Financial Summary**

<b>Program</b>	<b>Description</b>	<b>CDBG Funding Available</b>	<b>Status</b>
Microenterprise and Small Business Grant Program for COVID-19 relief.	Provides grant funding to be used to offset payroll costs, rent and mortgage payments, utilities, and loss of inventory due to mandatory closures for microenterprise and small businesses.	\$5,500.00 CDBG	<ul style="list-style-type: none"> <li>• \$5,500 CDBG spent</li> <li>• 1 microenterprise businesses assisted</li> </ul>
Microenterprise and Small Business Grant Program for COVID-19 relief.	Provides grant funding to be used to offset payroll costs, rent and mortgage payments, utilities, and loss of inventory due to mandatory closures for microenterprise and small businesses.	\$100,000 CDBG-CV	<ul style="list-style-type: none"> <li>• \$98,000 CDBG-CV spent</li> <li>• 13 microenterprise businesses assisted</li> <li>• 16 jobs retained (14 FTE) from 12 non-microenterprise businesses</li> <li>• Monitoring completed on 2 businesses assisted in prior year resulting in 2 FTE jobs retained</li> </ul>
Business Loan Program	Provides three types of loans that fund commercial rehabilitation, job creation or retention and/or microenterprise assistance to make our commercial areas vibrant.	\$44,000.00 CDBG	<ul style="list-style-type: none"> <li>• \$0 CDBG spent</li> </ul>

Program		Description	CDBG Funding Available	• Status
Business Technical Assistance	Salem Main Streets Program	Provides commercial district revitalization through organization, promotion, economic restructuring and design.	\$35,000.00 CDBG	<ul style="list-style-type: none"> <li>• \$35,000 CDBG spent</li> <li>• 5 new full/part-time jobs documented (4 FTE)</li> <li>• Assisted 4 new, 32 existing and 3 prospective businesses (including 23 micro-enterprises and 1 relocating businesses)</li> </ul>
	North Shore CDC Small Business Engagement Program	Serves minority entrepreneurs with business workshops, mentoring sessions, networking groups and referrals to partner agencies. The program will assist the development and growth of immigrant-owned businesses that provide products and services to the Point Neighborhood.	\$51,191.35 CDBG	<ul style="list-style-type: none"> <li>• \$51,191.85 spent</li> <li>• 7 new full-time jobs documented</li> <li>• Assisted 10 new, 62 existing and 7 prospective businesses (including 68 micro-enterprises and 11 expanding and 3 relocating businesses)</li> </ul>
	Enterprise Center Small Business Technical Assistance Program	Provides personalized consulting services to help address needs of small businesses that have been made vulnerable as a result of COVID-19. Participants select consultants and focus areas based on their business needs, such as accounting/financial planning, legal services, marketing & branding, COVID-19 relief program navigation, technology (i.e. remote/on-line sales), workforce management and other business consulting.	\$60,340 CDBG-CV	<ul style="list-style-type: none"> <li>• \$48,154.31 CDBG-CV spent</li> <li>• 8 microenterprise businesses assisted</li> <li>• 16 jobs documented (14 FTE) from 15 non-microenterprise businesses</li> </ul>
	Economic Development Program Delivery	Costs associated with providing Economic Development programs and administration of the Salem Redevelopment Authority.	\$95,330.07 CDBG	<ul style="list-style-type: none"> <li>• \$95,330.07 CDBG spent</li> <li>• (see description below)</li> </ul>

In total, \$187,021.92 in CDBG funds and \$146,154.31 in CDBG-CV funds were spent during the program period for economic development activities. This included technical assistance provided by the City of Salem’s Economic Development (ED) Planner, who administers the City’s financial assistance programs, undertakes numerous economic development and economic recovery initiatives and provides administration to the Salem Redevelopment Authority, which oversees the Urban Renewal Area.

Technical assistance is provided to potential, new, and existing businesses including micro-enterprises, located in the downtown, Point Neighborhood, and other commercial areas, and includes:

- Working with businesses on business locations, business expansion;
- Exploration and development of tax increment financing agreements;
- Liaising with state economic development agencies to provide businesses with access to tax credits and other incentives;
- Coordinating the development of neighborhood and economic development plans;
- Acting as a liaison between businesses and the Salem Redevelopment Authority, including processing of applications and attending meetings;
- Managing the North Shore CDC Small Business Initiative contract;
- Managing the Salem Main Streets contract; and,
- Managing Small Business Financial Assistance Programs
  - Small Business Loan Program – Work with businesses to submit applications, underwriting, loan documents, job monitoring
  - Storefront Improvement Program (to undertake exterior improvements, building code improvements and purchase of signage for businesses in the Urban Renewal Area and LMI neighborhoods).

During FY21, the DPCD’s Economic Development Planner worked on several significant redevelopment projects, including:

- The approval of 38 projects including, but not limited to, installation of signs, public art installations, and façade/building renovations proposed within Salem’s Urban Renewal Area. The ED Planner worked with applicants on all required information needed for Board submissions and ultimate approvals.
- Coordination with the Public Art Planner on Mural Slam, held for a fifth year. The slam is a three-day event where selected artists paint work on plywood boards mounted on the back of stalls at Salem’s Artists’ Row. The event was held during the Salem Arts Festival and the pieces remain in place until the following year’s Mural Slam.
- Coordination with Salem Main Streets on storefront improvement initiatives and technical assistance to downtown businesses.
- Served as the City’s point-of-contact for business inquiries: assisted new businesses in finding locations, provided information on financing and options for raising capital, and served as a referral to other business development agencies like Salem Main Streets, the Salem Chamber of Commerce, the Enterprise Center, MassDevelopment, and the Small Business Development Center.
- Coordination of all processes related to planning for the redevelopment of the former Superior Court and County Commissioners Building. In addition to being a point of contact for the public and interested parties, this includes collaborating with the Massachusetts Division of Capital Asset Management and managing the designated developer on pre-development initiatives and the public permitting process. The next step is for the designated developer to file plans to begin the local permitting process.
- Managed databases of available properties for lease and potential redevelopment opportunities. This database represents some of the key properties throughout Salem that can accommodate new business and new growth, which will build the tax base, create new employment opportunities, and support existing and new businesses.
- Managed the implementation of the Salem Downtown Retail Action Plan.

- Managed the development of a new economic development website, [www.salemforbusiness.com](http://www.salemforbusiness.com), to both attract new businesses and provide assistance to existing ones. Long-term management of the site will be incorporated into the Economic Development Planner's daily workload.
- Managed the logistics and participated in weekly meetings of the Economic Development Recovery and Revitalization Task Force (EDRR). The Economic Development Planner created and managed the City's Small Business Grant program that assisted businesses that experienced losses due to the pandemic, set weekly agendas for EDRR meetings, organized industry-specific focus groups to learn how the pandemic was impacting their business; and created and managed surveys to determine business needs so that the EDRR could focus its assistance efforts.
- Managed the 'business recruitment strategy', which involves monthly meetings with Salem Main Streets and the Salem Chamber of Commerce to discuss the types of businesses that can benefit the Salem community and setting concrete tasks regarding outreach to these businesses to discuss opportunities in Salem.

The Economic Development Planner continues to work with the North Shore Community Development Coalition and other local stakeholder partners on the implementation and evaluation of the "Salem Point Neighborhood Vision and Action Plan." Action items call for quality of life improvements to the Point Neighborhood, which is Salem's foremost environmental justice neighborhood. Examples of the type of projects being implemented include sidewalk repairs, park improvements, community programming, commercial space, i.e. 'pop-up shops' for entrepreneurs, and public art.

The Economic Development Planner continues to collaborate with the Salem Chamber of Commerce on several economic development topics including downtown transportation, business recruitment and retention, and the development of policy suggestions for the City to consider that will streamline permitting for small businesses.

The Economic Development Planner continues to work with the Massachusetts Office of Business Development to help current businesses grow and to recruit new businesses to Salem. This includes coordinating the State's Economic Development Incentive Program (EDIP) applications and local Tax Increment Financing (TIF) program for local businesses.

In addition, the Economic Development Planner conducts all job creation/retention monitoring.

The Director of Planning & Community Development is the City's representative board member on the North Shore Workforce Board, which serves as the oversight and policy-making body for federally funded employment and training services in the 19 community North Shore Region. The board also has the broader role of addressing critical labor market issues and developing strategic partnerships with local leaders in economic development, the K-12 and higher education system, government agencies, and chambers of commerce, as well as community-based and labor organizations. The board charters and oversees a one-stop career center, MassHire North Shore Career Center, located in Salem, with satellite offices throughout the North Shore.

## EXECUTIVE SUMMARY - NEIGHBORHOOD IMPROVEMENTS

The City of Salem is committed to undertaking the infrastructure and public facility improvements needed to make our city a livable community. By continually investing in neighborhoods, Salem aspires to be the best place it can be for people to live and work.

Due to the size and scope of these types of activities, some require multi-year funding, as well as a few years to plan, permit and complete the project. To that end, some of our Neighborhood Improvement Projects are still in the planning, design or procurement stages. The following table outlines the current neighborhood improvement projects and their status at the close of FY21.



*New pedestrian lighting on  
Artist Row*

During the program period, we continued to work on important neighborhood projects, and spent a total of \$155,114.65 including program delivery costs, toward meeting the goals in the FY21 Action Plan and 5 Year Consolidated Plan.

**Table 4: FY21 Neighborhood Improvement Financial Summary\***

Activity	CDBG Funds Available	CDBG Funds Spent	Status
Downtown Alley Lighting	\$2,369.66	\$2,369.66	Complete
Artists Row Lighting	\$5,243.61	\$5,243.61	Complete
Tree Planting Program	\$26,535.43	\$12,825.00	Ongoing annually
Gallows Hill Park Improvements	\$257,832.78	\$108,207.11	Underway
Teen Center Building Improvements	\$54,242.91	\$14,942.91	Underway
Almy's Clock Restoration	\$40,971.36	\$971.36	Underway
Fire station #1 paving	\$39,500.00	\$0	Underway
Outdoor Dining Improvements	\$77,763.87	\$10,555.00	Design
Street Improvements (i.e. sidewalks, curbcuts, paving & crosswalks) –			
Prince Street Improvements	\$248,661.22	\$0	Procurement
Streets TBD	\$175,000.00	\$0	Planning
ADA signage in Downtown	\$25,000.00	\$0	Planning
Lifebridge's Grace Center Accessibility	\$10,000.00	\$0	Planning
Peabody Street Park Improvements	\$100,000.00	\$0	Planning

*\*Funds available and spent represent only FY21 and may not reflect the actual entire project cost.*

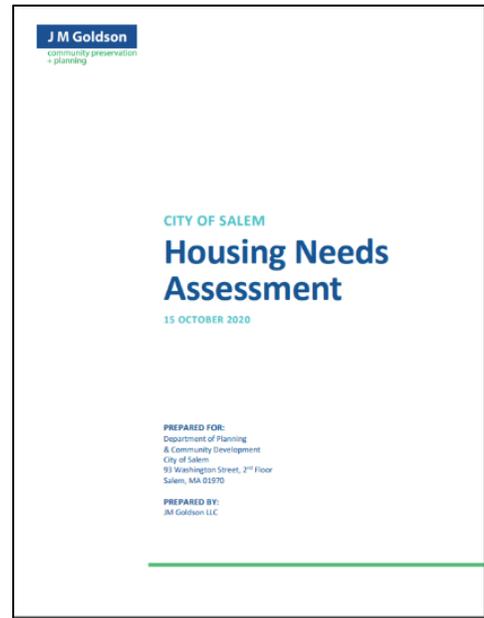
## EXECUTIVE SUMMARY - PLANNING & ADMINISTRATION

In the Consolidated Plan, our priority administrative goals are to provide for the administrative costs associated with the management of the Salem Community Development Block Grant program and to develop the planning resources and documents necessary to undertake program activities.

During FY21, used CDBG funds to complete an update of a Housing Needs Study and for planning for a potential redevelopment of Peabody Street Park. The City also budgeted CDBG funds to assist with the update of the Point Vision Plan and to provide matching funds for a Massachusetts Historical Commission Survey & Planning Grant to update the Salem Historical Commission guidelines. The work on both of these will be completed in FY22.

CDBG-CV funds were used to hire a consultant to assist the City in administrating COVID-19 protocols, particularly geared toward the reopening of local businesses.

During FY21, we spent a total of \$246,748.23 in CDBG and CDBG-CV funds toward Planning and Administration expenses.



*Housing Needs Assessment completed in FY21  
and available on [www.salem.com](http://www.salem.com)*

**Table 5a: FY21 CDBG Planning & Administration Financial Summary**

Activity	CDBG Funds Available	CDBG Funds Spent
Massachusetts Historical Commission grant match: Salem Historical Commission guidelines	\$13,917.50	\$192.50
Point Vision Plan Update	\$10,000	\$0
Housing Needs Assessment	\$5,300.00	\$5,300.00
Peabody Street Park Planning	\$1,630.00	\$1,630.00
General Administration - Non-salary	\$17,785.73	\$17,785.73
General Administration - Benefits	\$34,914.86	\$34,914.86
General Administration - Salary	\$156,925.14	\$156,925.14

**Table 5b: FY21 CDBG-CV Planning & Administration Financial Summary**

Activity	CDBG Funds Available	CDBG Funds Spent
Consultant Services for Administration of COVID-19 Protocols	\$30,000.00	\$30,000.00

## CR-05 - Goals and Outcomes

### Progress the jurisdiction has made in carrying out its strategic plan and its action plan.

#### 91.520(a)

The Housing Rehabilitation Loan Program (5 year goal = 18 units/AAP goal = 3 units) resulted in 1 completed unit. There is 1 unit underway (deleading work was done this year) which will be complete in FY21/22. For the First Time Homebuyer Program (5 year goal = 14 units/AAP goal = 2), 3 households were assisted. For Affordable Housing development (5 year goal = 6 units/AAP goal = 2 units), no CDBG funds were spent and the funds will be carried over. With HOME (reported through the Consortium) and CDBG-CV funds, 20 households received 2 months of emergency rental assistance in response to COVID-19. The City spent \$44,597.29 in other funds to assist another 43 households.

For Economic Development, no Small Business Financial Assistance was spent (5 year goal = 21 jobs/AAP goals = 2 jobs) and the funds will be carried over. For Business Technical Assistance (5 year goal = 10 jobs/AAP goal of 5 jobs), we documented 11 jobs utilizing CDBG funds, plus 1 microenterprise business. With CDBG-CV funds, 14 FTE retained jobs were documented. Although not included in the table, the Salem Main Streets Program provided technical assistance to 4 new, 32 existing and 3 prospective businesses; North Shore Community Development Coalition's (NSCDC) Small Business Engagement Program provided technical assistance to 10 new, 62 existing and 7 prospective businesses; and the Enterprise Center's Small Business Technical Assistance Program assisted 8 existing businesses. The City's Microenterprise and Small Business Grant Program for COVID-19 Relief assisted to 13 microenterprises and documented 16 jobs (14 FTE) retained from 12 businesses. Monitoring completed on 2 businesses from the prior year resulted in 2 more FTE jobs retained.

For Community Support Services (5 year goal = 45,000 persons/AAP goal = 9,000 persons), with CDBG funds, we assisted 7,928+ people (including at least 201 youth and 201 seniors) through 21 new and 13 carried over contracts with non-profit agencies. These numbers may slightly differ in the IDIS generated Table 1 due to reporting for some activities in persons and some in households and Homeless Person Overnight Shelter and Homeless Prevention being separate in the table. With CDBG-CV, we assisted 3,943 people, including 55 youth and 500 seniors) through 8 public service contracts. IDIS did not include CDBG-CV outcomes in the table.

Downtown Improvements accomplishments is based on the census block groups that comprise the Slum/Blight designated area. Spent in FY20/21 were Artist Row improvements, Downtown Alley Lighting and Almy's Clock improvements, 3 activities from prior years when the block groups totaled 5,055 - 2045003 (pop. 915), 2045002 (pop. 1320), 2042002 (pop. 905), 2042003 (pop. 900) and 2043001 (pop. 1015). In Table 1, we used 5,055 as the total, avoiding inflated or duplicated numbers. There were no Downtown Improvement Projects in the FY20/21 AAP. However, the 5 year goal from the recent 5 year Consolidated Plan is now 4,735 persons, based on the new Census numbers. This will be for new activities going forward.

## CAPER NARRATIVES IN IDIS

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Neighborhood Improvements (5 year/AP goal = 17,600 persons) included tree planting (6,280 persons). There are open activities with small/no expenditures, including Firestation #1, Outdoor Dining, Prince Street, Teen Center, Gallows Hill Park, Peabody Street Park, and Lifebridge Day Center accessibility improvements. These projects/funds will carry over to FY22. Note: In Year 2-5 CAPERs, the 5-year accomplishments may include duplicates due to multiple activities in the same census tracks.

Note: Table 1 was edited to include CDBG funded job outcomes that IDIS did not generate. CDBG-CV funded outcomes omitted by IDIS were not added to Table 1 (i.e. ED Technical Assistance documented another 16 FTE jobs).

## CAPER NARRATIVES IN IDIS

**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
Facilitate Homeownership	Affordable Housing	CDBG: \$	Direct Financial Assistance to Homebuyers	Households Assisted	14	3	21.43%	2	3	150.00%
Financially Support Small Businesses	Non-Housing Community Development	CDBG: \$	Jobs created/retained	Jobs	21	0	0.00%	2	0	0.00%
Improve Downtown Slums/Blight Area	Non-Housing Community Development	CDBG: \$	Public Facility or Infrastructure Activities other than Low/Moderate Income Housing Benefit	Persons Assisted	4735	5055	106.76%		5055	
Improve the Condition of Existing Housing.	Affordable Housing	CDBG: \$	Homeowner Housing Rehabilitated	Household Housing Unit	18	1	5.56%	3	1	33.33%
Increase the Supply of Affordable Housing	Affordable Housing	CDBG: \$	Rental units rehabilitated	Household Housing Unit	6	0	0.00%	2	0	0.00%

## CAPER NARRATIVES IN IDIS

Goal	Category	Source / Amount	Indicator	Unit of Measure	Expected – Strategic Plan	Actual – Strategic Plan	Percent Complete	Expected – Program Year	Actual – Program Year	Percent Complete
Invest in Parks Infrastructure & Public Facilities	Non-Housing Community Development	CDBG: \$	Public Facility or Infrastructure Activities other than Low/Moderate Income Housing Benefit	Persons Assisted	17600	6280	35.68%	17600	6280	35.68%
Offer Business Technical Assistance	Non-Housing Community Development	CDBG: \$	Facade treatment/business building rehabilitation	Business	0	0		0	0	
Offer Business Technical Assistance	Non-Housing Community Development	CDBG: \$	Jobs created/retained	Jobs	10	11	110.00%	5	11	220.00%
Offer Business Technical Assistance	Non-Housing Community Development	CDBG: \$	Businesses assisted	Businesses Assisted	0	1		0	1	
Provide Community Support Services	Homeless Non-Homeless Special Needs	CDBG: \$	Public service activities other than Low/Moderate Income Housing Benefit	Persons Assisted	45000	7651	17.00%	9000	7651	85.01%
Provide Community Support Services	Homeless Non-Homeless Special Needs	CDBG: \$	Homeless Person Overnight Shelter	Persons Assisted	0	100		0	100	

## CAPER NARRATIVES IN IDIS

Goal	Category	Source / Amount	Indicator	Unit of Measure	Expected – Strategic Plan	Actual – Strategic Plan	Percent Complete	Expected – Program Year	Actual – Program Year	Percent Complete
Provide Community Support Services	Homeless Non-Homeless Special Needs	CDBG: \$	Homelessness Prevention	Persons Assisted	0	39		0	39	

**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.**

Overall, we made considerable progress toward meeting the priorities and objectives of our 5-year Consolidated and FY21 Action Plans. Below is a summary of major activities accomplished in FY21:

- 1 housing unit was renovated through the Housing Rehabilitation Loan Program and 1 significant project is underway (lead paint abatement completed);
- 13 families received assistance with first/last months' rent and/or security deposits (HOME funds);
- 9 high risk homeless individuals were placed into housing with supportive services;
- 34 open CDBG social service contracts assisted at least 7,928 persons, including at least 201 youth and at least 201 seniors;
- 7 open CDBG-CV social service contracts assisted at least 3,943 persons, including at least 55 youth and at least 500 seniors;
- 13 microenterprise businesses provided with CDBG-CV emergency grants to provide relief of COVID-19 negative business impacts,
- 12 businesses provided with CDBG-CV emergency grants to provide relief of COVID-19 negative business impacts, documenting 14 FTE jobs retained.
- Monitoring completed on 2 businesses assisted with CDBG emergency grants to provide relief of COVID-19 negative business impacts, documenting 2 jobs retained
- 12 new jobs (11 FTE) documented through the Salem Main Streets Program and the NSCDC Small Business Engagement Program;
  - Salem Main Streets Program highlights: Assisted 4 new, 32 existing businesses and 3 prospective businesses (including 23 micro-enterprises and 1 relocating business) with technical assistance. One on one consultations included 4 businesses and group technical assistance was provided to 4 businesses on business illumination. The agency held 3 quarterly retail meetings (September, November, March) with 9-15 participants each, which provided business tips, sharing resource information, interior layout assistance, along with discussion on business adjustments due to COVID-19 such as outdoor dining and retail, centralized sales pickup locations, web sales, reopening, vaccine related FAQs, and other technical support. They also held a preconstruction meeting with 8 businesses concerning street construction impacts. They participated in 2020 Artists Row tenant selection and a Technical Assistance Survey for the state Local Rapid Response Plan.
  - NSCDC Small Business Engagement Program highlights: Assisted 10 new, 62 existing and 7 prospective businesses (including 68 microenterprises and 11 expanding and 3 relocating businesses) with technical assistance. They provided several businesses with assistance in accessing MGCC Small Business Technical Assistance Grants. Additional activities included a Facebook Live Event, virtual open houses and community walks in the Point Neighborhood.

- 16 jobs (14 FTE) documented from 15 businesses in the Enterprise Center Small Business Technical Assistance Program, which also assisted 8 microenterprises – all of which were impacted by COVID-19. Utilizing CDBG-CV, assistance included business consulting, marketing and branding, legal services, accounting/financial planning and COVID relief.
- Downtown Alley Lighting project completed;
- Artist Row Lighting project completed;
- 19 trees planted on Cedarview St., Raymond Rd., Derby Street, Essex Street, Leavitt St., Prince St., Cedar St., Lafayette St., Loring Avenue, and Charter St.
- Peabody Street Park Planning assisted;
- COVID-19 Protocols for reopening businesses undertaken; and
- Housing Needs Assessment completed.

**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)

	<b>CDBG</b>
White	3,239
Black or African American	508
Asian	92
American Indian or American Native	40
Native Hawaiian or Other Pacific Islander	37
<b>Total</b>	<b>3,916</b>
Hispanic	1,533
Not Hispanic	2,383

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

**Narrative**

The table numbers are generated by IDIS based on accomplishment data entered.

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

**Identify the resources made available**

Source of Funds	Source	Resources Made Available	Amount Expended During Program Year
CDBG	public - federal	1,172,733	771,697.57

**Table 3 - Resources Made Available**

**Narrative**

The IDIS table does not include CDBG-CV funds.

Financial Summary Report (PR26): Line 7 reflects an adjustment needed due to funding that was returned to the line of credit during FY20.

CDBG funds available was \$1,098,733 in FY21 (HUD 2020) entitlement funds (not including carried over funds, nor program income) as well as \$1,184,098 in CDBG-CV funds. The actual amount of CDBG funds spent in FY21 was \$771,697.57, including prior year carried over funds and current year program income. The actual amount of CDBG-CV funds spent in FY21 was \$369,867.33.

In addition to CDBG funds, other funds expended during the program year include:

City of Salem - the actual amount of City of Salem funds spent on salaries and benefits in FY21 was \$758,601.65.

CPA funds – in FY21, the total of amount of surcharge funds collected was \$750,636, and including the State match funds received of \$205,579 totals \$956,215, not including uncollected surcharge write-offs or penalties/interest. The CPA account is also receives a boost of \$75,000 annually for 10 years from the Footprint Community Benefits Agreement – FY21 was Year 2 of 10.

HOME funds - the actual amount spent in FY21 was \$135,906.65.

The City of Salem also uses its Capital Improvement Program funds to complete projects that are partially funded with CDBG and/or CPA funds.

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

Target Area	Planned Percentage of Allocation	Actual Percentage of Allocation	Narrative Description
City-wide	68		Comprehensive
Downtown	0		Slum & Blight Area
LMI Areas	32		Majority LMI Population

**Table 4 – Identify the geographic distribution and location of investments**

### **Narrative**

As of 4/1/19, HUD announced the publication of low- and moderate-income summary data based on the American Community Survey 2011-2015 5-year estimates (2015 ACS). According to the ACS, Salem is now 52.7% low- to moderate-income households and there are fifteen census block groups that make up the areas of LMI concentration, having a majority of households who earn less than 80% of area median income. Seven of the fifteen total LMI block groups each contain more than 70% LMI households (the three block groups with the highest percentage of LMI households located in Point Neighborhood). The Point neighborhood also has the highest concentration of minority residents. A map of the LMI areas is in the Appendix.

The City of Salem typically supports programs that benefit low- and moderate-income households or specific populations such as senior citizens, disabled persons and minorities. Although some programs support the needs of these populations throughout the city, many activities are targeted to neighborhoods that have a concentration of low- and moderate-income households. When prioritizing activities, the City pays special attention to those low- and moderate-income neighborhoods where the greatest needs have been identified and whose public facilities and infrastructure are in the worst condition. In addition, the City also undertakes improvements in the Downtown Renewal Area, which was established as a Slum/Blight Area (November, 2013).

In accordance with CDBG regulations, the City can undertake activities such as street, sidewalk and playground improvements in the low- and moderate-income neighborhoods or in neighborhoods meeting the definition of "slum/blight". However, recognizing that needs are not solely located in distressed neighborhoods, the City also offers programs that may be accessed by people living outside these areas. For example, the Housing Rehabilitation Loan Program and First-Time Homebuyer Downpayment Assistance Loan Program are offered city-wide to allow any low- to moderate-income household to take advantage of their availability. The City's small business loan programs are available to any business that meets certain eligibility requirements or agrees to create or retain jobs available to LMI persons.

### 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.**

In order to maximize accomplishments and make projects feasible, CDBG funds often must be combined with other funding sources. The following summarizes the amount of funds leveraged in FY21 that we were able to document.

- The three First Time Homebuyer participants leveraged \$878,457 from lending institutions for mortgages.
- The Salem Main Streets Program leveraged \$123,982 from state/local funds, private funds and event fees to cover costs.
- The NSCDC Small Business Engagement Program leveraged \$130,000 of its general unrestricted revenue.
- Two businesses assisted with CDBG-CV funds also received other federal funding (\$3,000 total).
- Planning and administration funds leveraged \$758,601.65 in City funds for salary and benefit costs for all DPCD staff.
- The Salem Historical Commission guidelines planning and administration project received matching Survey & Planning funds from Massachusetts Historical Commission of \$27,835.
- Most of the public service agencies funded use CDBG funds as a portion of their overall activity budgets. Based on leveraged funds reports provided by each agency at the end of the program year, the amount leveraged is \$2,099,088.71.86 in other federal, state, private or other funds.
- Public services funded with CDBG-CV funds leveraged \$823,108.38 in federal, state/local and private funds and donations.

*Neighborhood Improvements (typically conducted only on publically owned land or infrastructure):*

- Gallows Hill Park is leveraging \$1,493,476.50 in state/local funds including \$307,750 in CPA funds, a \$400,000 PARC grant, \$5000 T. Hawk donation, a \$66,262.04 State Municipal Vulnerability Action Grant and \$577,259 in Capital Improvement Plan (CIP) funds.

Note: Leveraged funds for multi-year projects may be repeated within more than one year's CAPER. Above, leveraged funds are only included for projects for which CDBG funds were expended during the fiscal year. The above does not include funds leveraged for HOME funded projects.

**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.**

	<b>One-Year Goal</b>	<b>Actual</b>
Number of Homeless households to be provided affordable housing units	0	0
Number of Non-Homeless households to be provided affordable housing units	5	4
Number of Special-Needs households to be provided affordable housing units	0	0
<b>Total</b>	<b>5</b>	<b>4</b>

**Table 5 – Number of Households**

	<b>One-Year Goal</b>	<b>Actual</b>
Number of households supported through Rental Assistance	0	0
Number of households supported through The Production of New Units	0	0
Number of households supported through Rehab of Existing Units	3	1
Number of households supported through Acquisition of Existing Units	2	3
<b>Total</b>	<b>5</b>	<b>4</b>

**Table 6 – Number of Households Supported**

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

For the non-homeless households (goal of 3 under the Rehab of Existing Units and goal of 2 under Acquisition of Existing Units), in FY21 we assisted 4 units/households (1 under the Housing Rehabilitation Program and 1 under the First Time Homebuyer Program). An addition unit under the Housing Rehabilitation Program is underway.

Rental assistance was provided to 25 families through the use of HOME funds, but these will be reported through the North Shore HOME Consortium's CAPER. In addition Emergency Rental Assistance due to the COVID-19 pandemic was provided with HOME funds to assist 14 households (to be report though the HOME Consortium) and CDBG-CV funds to assist 6 households (not included in Table 6), as well as CPA funds to assist 3 households and City COVID funds to assist 40 households.

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

We will continue to estimate proposed outcomes for future plans based on actual outcomes of current and past plans. It should be noted that our one year goals are based on CDBG funding budgeted using current fiscal year funds and do not include carried over, prior year funds.

Also of note, in October 2020, the City of Salem’s Housing Needs Assessment was completed by JM Goldson LLC, which provided an analysis of local housing conditions including housing supply, residential market indicators, and affordable housing characteristics. The report is intended to assist the City in understanding current and future housing needs and will lay the groundwork for the City to prepare an updated Housing Production Plan (HPP) to identify community goals and strategies for housing production. The HPP is slated to be developed beginning in FY21/22.

**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	1	0
Low-income	2	0
Moderate-income	1	0
<b>Total</b>	<b>4</b>	<b>0</b>

**Table 7 – Number of Households Served**

**Narrative Information**

These numbers reflect the 1 household (not persons) assisted by the Housing Rehabilitation Program and 3 households served by the First Time Homebuyer Program or \$25 extremely low income, 50% low income and 25% moderate income. These show that Salem's housing programs serve predominantly (75%) those with low or extremely low incomes.

Salem has a number of services that address affordable housing issues, including rehabilitating and maintaining current housing stock, developing new housing opportunities, assisting families in acquiring housing and enabling struggling families to remain in their homes.

The City of Salem is a member of the North Shore HOME Consortium. The City of Peabody administers the Consortium and maintains all documentation regarding Salem’s participation, including accomplishments in IDIS – HUD’s on-line reporting program.

During FY21, the City of Salem spent \$135,906.65 in HOME funds. \$89,762.33 in HOME funds were used to fund Tenant Based Rental Assistance Programs which targeted high risk homeless individuals, through a housing first model. North Shore Community Action Programs provided 12 individuals with rental assistance, along with support services. In addition, \$26,294.50 in carried over funds was spent through the Rental Downpayment Assistance Program to assist low- and extremely low-income Salem households

## **CAPER NARRATIVES IN IDIS**

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to help pay first and last months' rents and security deposits to enable them to secure decent, affordable housing. The program is an important tool for helping families with the costs of moving into a decent apartment. Assisted were 13 families through existing contracts with Citizens, Inc. and with North Shore Community Action Program, Inc. \$14,790.82 in HOME funds was also spent for Emergency Rental Assistance during COVID-19 and \$5,059 in HOME funds was spent in administrative costs.

HOME numbers are reported through the North Shore HOME Consortium.

### **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**

Social service agencies serving the homeless population in Salem work collaboratively, bringing together partners including the City of Salem (Office of the Mayor, DPCD, Health, School, Veterans and Police), Lifebridge, Lahey Behavioral Health, North Shore Community Health, NSCAP, Partners Health, Salvation Army, Salem Housing Authority and the North Shore Workforce Board. The Homeless Task Force (Collaborative for Hope) meets regularly to identify needs and share resources and strategies. The High Risk Homeless Task Force, meets monthly at the Salem Police Department, to provide case management and to pursue permanent housing, as well as medical, behavioral and substance abuse treatment for individuals living on the streets.

CDBG provides funding via sub-grants to local and regional organizations that provide direct services and outreach, including Lifebridge, which addresses medical, supportive service and other needs. Lifebridge also provides case management services that directly connect clients who need access to mental health care and substance abuse treatment. CDBG funding provides for nursing services through Lifebridge, and staff actively conduct outreach on the streets to homeless persons, providing onsite and community based health assessments to the homeless population, including wound care, blood pressure monitoring, nutrition and general health education. The nurse also provides outreach services in order to help connect unsheltered homeless individuals with needed services and to liaise with local businesses. In 2019, Lifebridge opened a day center for at-risk homeless which provides a place to congregate and an opportunity to be connected to services, acting as a clearinghouse, referring people to other area service providers such as the North Shore Career Center, the Salvation Army, HAWC and North Shore Community Action Programs. The success of the program warranted expansion of the facility and, during FY21, assisted with CDBG-CV funds, the program expanded from 3 days with one staff member to 5 days with 2 staff members, in order to provide direct care and case management to homeless persons during the COVID-19 pandemic. They ended up operating 7 days a week and 24 hours a day several times through April. This was due to the number of people who had been couch surfing or living in their cars. Persons who had previously been staying with someone were no longer able to during the pandemic, so the day center was seeing 50-60 people per day and some days up to 75 people. They provided food, PPE, access to a warm location during inclement weather and access to virtual health appointments. The Salem Police Community Impact Unit works closely with Lifebridge in its outreach to homeless individuals, especially those on the street.

Additional agencies provide support to specific subpopulations, including victims of domestic violence, veterans, and youth and children. NSCAP, with Salem's HOME funds, provides a Housing First program, assisting homeless individuals to find apartments and maintaining their rent for one year, while

providing case management toward self-sufficiency. HAWC provides a wide range of services including a 24-hour crisis hotline, legal assistance and advocacy, support groups, one-on-one counseling for women and men, and play therapy groups for children. The City's Veterans Services Office is the main local contact point for veterans seeking assistance. Salem Public Schools provides transportation and federally-funded services to homeless students and their families.

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

Each year the City issues a Request for Proposals for agencies to submit funding proposals, including proposals for emergency shelter and transitional housing needs. This year, new contracts were executed contracts with Lifebridge for which the City partially funds a licensed nurse who provides on-site and community-based health assessments to the homeless population, including wound care, blood pressure monitoring, nutrition and general health education. 216 persons received 596 health assessments over 5 months. Also funded with CDBG, HAWC provides crisis intervention, case management support in identifying permanent housing and support for the mothers and children at their shelter for abused women and their children. In FY21, 12 adults received assistance in identifying permanent housing, 10 received assistance applying for public benefits and 6 received assistance locating employment.

Salem also assists NSCAP with HOME funds for a Housing First model rental assistance program to place high risk homeless individuals into housing with supportive services. In FY21, 9 individuals were assisted and remained off the streets.

### **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 relies on its CDBG funding to address homeless needs and conduct homelessness prevention activities through public social services funding. Each year, through the public services program, the City of Salem solicits proposals from nonprofit organizations for housing and community services. Through this process, the City funds various homeless programs which may include rental down payment assistance, homelessness prevention emergency assistance, medical services, outreach, and transitional housing. Salem provides NSCAP, Salvation Army, and Catholic Charities with CDBG funding for Homelessness Prevention Programs (41 households assisted in FY21) and provides HOME funding to NSCAP to assist households with first/last/security payments for affordable rental housing (13 households assisted in FY21).

The City also entered into an Agreement with the Salem Housing Authority using CPA funds to provide Transitional Rental Assistance for households facing rent increases while waiting for public housing.

While the grants made to organizations providing homeless or homelessness prevention services were not specifically targeted to discharges of publicly-funded institutions or care systems, these community partners address a range of housing, health, and other social service needs. For example, NSCAP provides a range of housing and social services to households, in addition to assisting families who are experiencing homelessness, while Lifebridge reports that clients are being discharged to the shelter from health care systems or are referred by other health care or service agencies. Other types of services and programs that the City has funded include food pantries, child care, education, ESOL, job readiness and skills training, financial education and budgeting, and individual counseling and support groups, all of which contribute to preventing homelessness and encouraging self-sufficiency.

**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**

The City has HOME agreements with NSCAP to provide for rental downpayment assistance to help extremely low- and low-income households (including homeless) to move into decent, affordable rental units. In FY21, NSCAP assisted 13 families with this tenant based rental assistance. NSCAP also used Salem's HOME funds to target chronically homeless for a Housing First model, which provided housing with supportive services to 12 high risk individuals.

The City's community partner, Lifebridge, offers a suite of essential services that target the needs of homeless and disadvantaged adults, designed to promote education, employment, and self-sufficiency. They offer 22 congregate units of permanent supportive housing for homeless persons to make the transition.

The City awards CDBG social services sub-grants to provider agencies to prevent homelessness by assisting with housing search, housing counseling, and provide emergency housing assistance (e.g., delinquent rent and utility payments). Specifically, in FY21, through agreements with Catholic Charities and Salvation Army, 41 households were assisted with emergency assistance of rental payments in order to avoid eviction or utility payments to avoid shut-off.

The City also awards sub-grants to other agencies that serve specific sub-populations, such as at-risk youth, seniors, persons with disabilities, immigrants, or to residents who need ESOL, job readiness, career counseling and skills training, or other anti-poverty initiatives, including assistance with food, child care or other needs. Although funding to these organizations does not target homelessness per se, the funding aids in stabilizing individuals and families, thereby reducing the risk of homelessness or its

recurrence. Programs were provided by Citizens Inn's Haven From Hunger, NSCDC, North Shore Moving Market, Open Door Immigration, Salem Community Child Care, Salem YMCA (child care), VOCES and VOCES Hispanic Education Program. Funding was also provided to the Disability Resource Center to provide housing assistance to persons with disabilities.

In recent fiscal years, the City assisted with funding for NSCDC's project at 15-17 Harbor Street for 26 single room occupancy units for which 16 units were primarily set aside for formally-homeless, low-income youth aging out of the foster care system. Salem provided \$100,000 in CPA funds and \$50,000 from HOME funds and the project is complete. The City also provided \$185,000 in HOME funds to Harborlight Community Partners to rehabilitate two buildings on Boston St. (26 studio units) in order to house formerly homeless individuals, along with providing supportive services. These units are fully occupied.

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

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

As evidenced by consistently excellent SEMAP and PHAS scores, the Salem Housing Authority is a well-managed public housing authority designated as a “high performer”.

The Salem Housing Authority continues regular ongoing modernization programs to make capital improvements to state and federal public housing units. These improvements are funded by the United States Department of Housing and Urban Development (HUD) for federally-funded units and the Massachusetts Department of Housing and Community Development (DHCD) for state-funded housing units.

In addition to ongoing routine maintenance, preventative maintenance, inspections and repair work, the SHA receives approximately \$795,000 per year in capital improvement funds from DHCD and \$82,000 from HUD. The following multi-year modernization projects are either currently underway or in the planning stage:

#### State Properties:

- \$154,000 Lock replacement Charter Street
- \$272,000 Concrete balcony repair work Norton Terrace and Bates Terrace
- \$25,000 ADA bath upgrade study Charter Street and Phillips House
- \$830,000 Electrical study and upgrade Pioneer Terrace
- \$200,000 Hot water tank replacement Pioneer Terrace
- \$45,000 Retaining wall replacement Bertram Terrace
- \$57,000 Paving work Phillips House
- \$225,000 Feasibility Study of Leefort Terrace redevelopment
- \$500,000 Site Improvements/walkways Rainbow Terrace
- \$440,000 Site Improvements harbor walk Pioneer Terrace
- \$570,000 Waterproofing and brick repointing Phillips House
- \$400,000 Sidewalks, parking and concrete repairs Colonial Terrace and Pioneer Terrace
- \$207,000 Kitchen and bath work at turnover Charter Street

#### Federal Properties:

- \$425,000 Window replacement, skylights, exterior painting, and related work Zisson Building

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

The Salem Housing Authority (SHA) is governed by a 5 member Board of Commissioners. The Mayor of Salem appoints 4 of the 5 Board members and the 5th is appointed by the Governor of Massachusetts. One board member is required to be a resident of public housing and one member must represent organized labor. The SHA Board plays a large role in encouraging tenant engagement and openly reserves opportunities for tenant and public engagement each month during the public Board meetings. SHA Board members are also available by email for more direct comments and communication from residents as is the Authority’s Executive Director. The SHA Board strongly supports the mission of

engaging residents to participate in the ongoing operation of the Housing Authority and attributes much success to their involvement and participation.

The SHA has a Resident Advisory Board (RAB) that is actively engaged with the planning and submission of the Federal Public Housing Agency Annual Plan and Federal Policies. There are also three active Tenants' Associations in the SHA state housing portfolio including: Charter Street Tenant Association, Morency Tenant Association, and Pioneer Tenant Association. The active Tenant Associations play a key role in the development of the Authority's State Annual Plan, State Housing Policies, and the State Capital Improvement Plan. The Tenant Associations work together with the Authority to encourage resident participation through community meetings, activities and surveys. All SHA residents are included and invited to participate in the annual planning and submission of both state and federal funded Capital Improvement Plans.

Copies of the Consolidated Plan, Annual Action Plans and CAPER are provided to the Salem Housing Authority for residents to peruse. Copies of all CDBG-related notices (i.e. Consolidated Plan, Action Plan and CAPER) are posted at the SHA in English and Spanish.

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

Not Applicable; the Salem Housing Authority is not designated as a troubled PHA.

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

**Actions taken to remove or ameliorate the negative effects of public policies that serve as barriers to affordable housing such as land use controls, tax policies affecting land, zoning ordinances, building codes, fees and charges, growth limitations, and policies affecting the return on residential investment. 91.220 (j); 91.320 (i)**

During the 5 Year Consolidated Plan process, the City did not find that its housing policies created impediments to fair housing. Compared to area municipalities, Salem offers a greater diversity of housing and a higher proportion of affordable housing overall, having exceeded the State's 10% affordable housing goal. Nonetheless, factors contribute to the difficulty of increasing affordable housing availability (shortage of land, environmental conditions, financial, parking and dimensional requirements, lack of regulatory tools to require affordable housing in new developments). Like other communities, Salem is not in control of all of these factors, but continues to work on various efforts.

The City hired a consultant to prepare a housing production plan (HPP) - a state-recognized planning tool to establish a strategic plan for affordable housing production. The HPP will include an analysis of development factors and constraints (i.e. public infrastructure capacity, environmental, protected open space, historic resources, regulatory barriers) and provide recommendations for policies, programs and initiatives related to local housing needs, zoning strategies, potential development or redevelopment sites, and regional collaborations. The HPP process will begin in September, 2021.

Salem recently adopted an amendment to its Accessory Dwelling Unit ordinance that removed exclusionary barriers and allows accessory units to be created by right with rents not to exceed 70% of the fair market rate set by HUD. Another effort, the Bridge Street Neck Vision Update Study (Winter, 2020), specifically recommends a zoning amendment to address current zoning barriers in order to create flexible zoning regulations that allow development to be consistent with the built environment. The City's Affordable Housing Trust Fund Board is working on a land disposition ordinance that will prioritize affordable housing when the City is considering the disposition or surplus land.

Salem has undertaken many recent planning initiatives to identify needs (affordable housing, economic development, transportation, public facilities, revitalization of distressed neighborhoods) and the actions to meet these needs:

- In 2020, the City completed a Housing Needs Assessment and the data from that study is used to support housing policies.
- The Affordable Housing Trust Fund Board and Planning Board collaboratively developed a housing policy that will require developers to create units affordable to households at or below 60% of the area median income as part of market rate development.
- In 2019, the City collaborated with Salem State University and the state Division of Capital Asset Management and Maintenance on a community visioning process to develop reuse concepts of the University's South Campus property (approximately 22 acres of land and buildings). The City has recommended redevelopment be processed through a

40R Smart Growth Overlay District as an opportunity to remove zoning barriers at the site and ensure that 20% of the units created be affordable.

- In 2019, the City adopted an expansion of the Housing Development Incentive Program (HDIP) throughout the city, to increase the feasibility of affordable development projects by providing a tax exemption to overcome financial barriers of creating affordable housing.
- The City adopted zoning that allows adaptive reuse of former municipal and religious buildings into housing. Since adoption, two 100% affordable development projects were approved and a third project will be submitted in 2021.
- In 2017, the City undertook a vision plan, Imagine Salem, an extensive bilingual public process (English and Spanish) which established goals, guiding principles and measurable outcomes for housing, employment, transportation, and community life.

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

The Five Year Consolidated Plan outlines several barriers to housing affordability and actions for reducing the impacts of poverty in Salem including: displacement of renters, the cost of permitting/developing land with environmental constraints, the lack of regulatory tools to require/encourage affordable housing in new developments, the lack of resources to finance affordable housing development, a mismatch between local wages and housing costs, limited availability of public transit, and local government's dependence on property tax to finance City services. While not in control of all of these barriers, and often constrained by financial resources and legal requirements, Salem has nevertheless identified several strategies to address obstacles to meet underserved needs.

- In 2017, the City undertook a vision plan, Imagine Salem, which entailed an extensive bilingual public process (English and Spanish) which established goals and guiding principles for housing, employment, transportation, and community life. The City will continue to monitor the housing, employment, transportation and community life goals through measurable outcomes and make policy changes as deemed necessary to address obstacles of underserved needs.
- The Salem Community Food Assessment (2018) identified gaps in Salem's food delivery system impacting low and moderate income residents, including infrastructure and transportation barriers, as well as strategies for improving access to markets and nutritional programs. The City plans to continue to support programs that address said barriers.
- In 2020, the City completed a Housing Needs Assessment to understand current and future housing needs. The data from that study will be used to support housing policies that address obstacles to meet underserved needs.
- Salem's rental housing is vulnerable to conversion into ownership units given not just its tenure but also its age and scale, protections for renters displaced by conversions is an underserved need. To that end the City is working on a condominium conversion ordinance that will provide protections to tenants of rental housing when a property owner proposes to convert units to condominium or cooperative ownership.
- The City has also recently provided financial support to rental assistance programs managed by the Salem Housing Authority and the North Shore Community Action Programs to maintain Salem households that are at risk of displacement.

Salem continues to identify funding opportunities and coordinate partnerships to implement strategies identified in the planning initiatives described above.

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

The Salem Board of Health provides information regarding the proper disclosure of lead paint and lead hazards to property owners renting residential housing units. As necessary, the Board of Health will also notify area realtors of new or amended regulations regarding lead-based paint. In Salem, a property owner is required to obtain a Certificate of Fitness inspection when an apartment becomes vacant. These inspections are conducted to ensure compliance with the State Sanitary Code for Housing. Board of Health personnel are licensed Lead Paint Determinators. Should the Board receive a call from an occupant who is concerned that there may be lead-based paint in their apartment, potentially affecting their child(ren) under the age of six(6), a Board of Health Sanitarian is able to conduct a Lead Determination. If a lead paint hazard(s) is detected during the determination, an order to correct that hazard(s) is sent to the property owner. The order requires the property owner to bring the property into compliance with the State Lead Law. The Board ensures compliance with the order and, if necessary, will begin legal proceedings against the property owner to gain compliance. The results of all lead determinations are reported to the MA Childhood Lead Poisoning Prevention Program. Residents who have questions about lead-based paint and the MA Lead Law can contact the Salem Board of Health.

In cooperation with the State of Massachusetts and other municipal departments, the City, through the DPCD, actively works to reduce lead-paint hazards in pre-1978 housing occupied by lower-income households through the City of Salem's Housing Rehabilitation Loan Program. Through the City's CDBG-funded Housing Rehabilitation Loan and the State-funded Get the Lead Out Programs, the City provides loan funds for qualified applicants for lead testing, hazard reduction and abatement activities, and temporary relocation reimbursements. Lead-based paint hazard control measures are consistent with the federal Title X requirements and State lead based paint regulations. MassHousing's Get the Lead Out Program is also available to homeowners of 1-4 family properties, as well as for non-profits and for investor-owners that rent to income-eligible households. As a Local Rehabilitation Agency (LRA) for the *Get the Lead Out Program*, Salem is responsible for intake of application information, technical assistance, working with the applicant through the construction process and acting as the escrow agent for the loan funds.

Finally, all participants in the First-Time Homebuyer Downpayment Assistance Loan Program are given a copy of the EPA brochure *Protecting your Family from Lead in Your Home*.

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

Salem receives annual HOME funds through the N.S. HOME Consortium and distributes funds to programs that provide assistance to those in need of affordable housing. To address high housing costs and low-wage jobs that continue to hinder the efforts of some to climb out of poverty, Salem has

partnerships with the Salem Housing Authority, NSCAP, Harborlight Community Partners and the NSCDC to provide safe, decent, and affordable housing opportunities to very-low, and low- and moderate-income households.

NSCAP is the designated anti-poverty agency for Salem, Peabody, Beverly and Danvers. They provide services that enable low-income families and individuals to obtain the skills they need to become economically self-sufficient, civically engaged, and live in dignity and decency. Programs include ESOL, Elder Home Health Care, Fuel Assistance, Energy Weatherization Assistance, short term subsidies, rental assistance, as well as assistance with the preparation of applications for benefits such as MassHealth, food stamps/SNAP, Fuel Assistance, and Social Security.

NSCDC works to increase the supply of affordable housing through acquisition and rehabilitation projects. They also provide homeownership counseling and workshops. NSCDC's Family Stability Program provides career counseling, financial literacy and ESL to mainly Latino populations. They run a Youthbuild program, which provides education and workforce development, a First Jobs program, Adult Education Classes, Small Business Engagement, English Language Learners Classes and U.S Citizenship Classes.

With CDBG, Salem funds 20-25 non-profit social service programs annually. The programs help families meet the cost of living, promote family self-sufficiency, serve special populations and/or provide crisis intervention assistance – in essence, programs that work to break the cycle of poverty. Some programs help directly with housing, while others indirectly assist with housing, such as increased pay (i.e. job training, ESL programs) and decreased monthly expenditures (i.e. child care and food programs) so households can better afford rent or mortgages.

Salem uses CDBG funds to support educational resources, such as after school enrichment, teacher home visits, homework help and college savings programs. Salem assists organizations that provide economic and workforce development, aiding low income persons access higher-paying jobs and sustainable employment opportunities, such as college ready and career services, GED and Citizenship classes, as well as legal services that help Salem immigrants become US citizens. CDBG supports small businesses through loans and storefront improvements, and small business technical assistance provided through Salem Main Streets and Salem State University's Enterprise Center.

Salem is the lead out of the 19 communities that comprise the North Shore Workforce Board region, and Salem's DPCD Director is a board member. The board serves as the oversight and policy-making body for federally funded employment and training services in the region. It develops strategic partnerships with local leaders in economic development, the K-12 and higher education system, government agencies, chambers of commerce, and community-based and labor organizations. The board oversees a one-stop career center, MassHire North Shore Career Center, located in Salem, with satellite offices throughout the North Shore, which is the mandated system for delivery of workforce services to job seekers and businesses.

The City has successfully negotiated with developers to add deed restricted units within new market rate development. Since 2014, 286 affordable units have been permitted throughout the city.

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

The DPCD administers the City's Community Development Program, funded with CDBG, as well as the formula funding received by the North Shore HOME Consortium for which the City of Peabody is the lead agency. Under the direction of the DPCD Director, the Assistant Community Development Director manages and monitors Salem's community development programs.

Salem's housing loan programs are administered by the DPCD Housing Coordinator. Policy efforts to preserve existing and to increase the supply of affordable units is overseen by a Senior Planner. In addition, local non-profit agencies, CHDOs and CDCs administer certain housing activities.

City departments undertake certain CDBG-funded activities, such as the tree planting program, stormwater management improvements, sidewalk replacement, street paving and curbcut installation. These departments may subcontract work under public bidding procedures and provide requests for reimbursement and any required documentation (i.e. prevailing wage documentation) to the DPCD.

Each year the City issues a Request for Proposals to nonprofit organizations that offer social service, housing or economic development programs. CDBG funds are awarded to organizations that demonstrate programmatic needs and the capacity to administer the proposed program. The City's Assistant Community Development Director coordinates the management of the public service and housing subcontracts and the Economic Development Planner coordinates the management of the economic development subcontracts.

In general, DPCD staff carries out the remaining activities, including the hiring of consultants or other private businesses through established municipal purchasing procedures.

Staff periodically attend trainings – FY21 examples:

- HEROES webinar – HUD – 8/6/20
- Doing Business in a Pandemic: Resources & Guidance for Small Businesses & Nonprofits, The Alliance for Business Leadership & the Black Economic Council of Massachusetts, 10/14/20
- Act Webinar Series: Using CDBG-CV to Address Housing Instability Webinar – HUD Exchange 11/3/2020
- CDBG Cares Webinar: National Objectives - HUD Exchange 11/16/2020
- FSRS Webinar - HUD – 11/23/21
- OZ Webinar Series: Understand the Current Environment and Align Place-Based Assets, HUD, 12/3/20
- OZ Webinar Series: Establish Policy Tools and Incentives, Develop Partnerships, and Measure Impacts, HUD, 12/8/20
- Emergency Assistance – NCDA 1/27/2021

- Best Practices in Consolidated Planning – NCDA 1/28/2021
- Cares Act Funding best practices – NCDA 1/29/2021
- Region 1 Environmental Review Training: Tiered Reviews – HUD – 2/3/21
- NCDA Forum Webinar – NCDA – 2/3/21
- Lead Safe Housing: Rule Webinar Series Subparts J & K – HUD – 2/3-2/25/21
- The local Initiative Program: How to create community supported affordable housing – DHCD – 2/24/21
- Affordable Housing, Zoning, and the Bottom Line – JCHS of Harvard University – 3/11/21
- Region 1 Environmental Review Training: More on Levels of Review and the RROF Process – HUD – 3/24/21
- Data driven innovations to modernize zoning for equity – APA 5/5/2021
- Planning for multigenerational living and resilient communities – APA 5/6/2021
- Fair housing mandates are alive and well – APA 5/7/2021
- Floodplain Webinar – 5/19/21
- Getting to Yes: Zoning Under Housing Choice – CHAPA - 6/4/21
- Section 3 Final rule review- NCDA 6/16/2021
- Advancing Racial Equity and Inclusion through Program Design: Part I – NCDA 6/17/21
- Eviction Prevention Webinar – 6/30/21

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

The City works cooperatively with private housing providers and private and governmental health, mental health, and service agencies and other interested parties to implement its Consolidated Plan.

The City continues to administer Salem H.O.P.E. (Human Organization Partnership Effort), a network of human service providers that serve Salem residents designed with the goal of collaboration to fill gaps in services, to avoid duplication of services, and to coordinate efforts. Until COVID-19, the group met quarterly at rotating social service agency locations and issued a quarterly digital newsletter. Since COVID-19, it has relied upon the exchange of information through the Salem HOPE email distribution list administered by the DPCD. Agency representatives forward information, announcements and updates to the DPCD for distribution.

The DPCD coordinates with the SHA to address the housing needs of Salem's lower-income residents. Proposed development sites or demolition or disposition of existing public housing developments must follow established regulatory procedures administered by City agencies. Some of these, such as the Board of Appeals and Planning Board, have staff support from the DPCD.

In FY20, the DPCD has entered into agreements using Community Preservation Act funds with the Salem Housing Authority (SHA) to provide gap funding for households who pay more than 40% of their income in rent and are at risk of homelessness and for preservation/restoration of one of their properties that needs repair due to water infiltration. These agreements were carried over into FY21.

The City also works with nonprofit agencies to administer social service activities. The City issues an annual Request for Proposals (RFP) for CDBG public services funding to undertake priority programs outlined in the Consolidated Plan. Additionally, the City cooperates and coordinates with other agencies and funding sources to support specific activities, such as MassHousing's "Get the Lead Out" and Massachusetts Housing Partnership's "One Mortgage" program.

The City of Peabody is the lead community for the North Shore HOME Consortium. Salem works with the consortium to coordinate the implementation of its HOME-funded programs. Salem also works with local CHDOs and CDCs to carry out priority activities.

DPCD staff periodically participate in regional workshops and forums to address issues around fair housing, equal access, housing rights, and first time homebuying, and other housing concerns that impact low income residents, sponsored by agencies such as the Salem Council on Aging, North Shore CDC, CHAPA and NSCAP, as well as local banking institutions.

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

The Analysis to Impediments is completed through the North Shore HOME Consortium on behalf of 30 member communities. Salem also examines issues pertaining to fair housing during its consolidated planning process (2005, 2010, 2015 and 2020), through a series of public meetings and interviews with residents, businesses and service providers. Participants are asked their thoughts on fair housing and discrimination in the city.

Salem works to overcome potential impediments through the following activities:

- The City maintains a webpage that explains housing discrimination and fair housing laws, for consumers, real estate professionals and lenders. It includes resources available to victims of discrimination.
- The City directs CDBG funds to programs that promote fair housing through the provision of their services, such as the Disability Resource Center's Accessible Housing Assistance Services Program for independent living, which annually holds a housing forum on Accessible, Affordable and Available Housing. In FY21, they held 12 virtual Housing Options workshops and a Tenants Rights Workshop.
- The City provides financial assistance to North Shore CDC, that runs a Family Resource Center, which periodically conducts CHAPA-certified, first time homebuyer educational courses. Courses inform participants about their rights when working with real estate agents and lenders, and covers fair housing issues and what to do if someone is a victim of discrimination. The program also covers the responsibilities of landlords under fair housing laws.
- The City provides public service and housing assistance funding to other agencies whose activities assist residents with improving their quality of life. Provider assistance may include locating appropriate and, if needed, accessible housing, as well as a range of human services.

Providers regularly interact with minority, disabled and low-income populations. These interactions present opportunities for providers to understand their clients' housing concerns and to assist them in cases of discrimination. So that providers understand the fair housing laws and available resources for addressing fair housing issues, the City's community development staff provide technical assistance and guidance to these agencies. The City requires all sub-recipients to comply with the Fair Housing Act.

- The City encourages people, organizations and agencies to work together to address housing issues. CHAPA's Regional meeting was held in Salem in March, 2018, to which staff attended. Salem also administers Salem HOPE, a networking group of social service providers that meets quarterly at rotating public service agency locations (until COVID-19). It is a forum to share insights and concerns, to work toward filling gaps in services and to coordinate efforts.
- The City's housing staff participate, upon invite, in housing fairs held by lending institutions and real estate professionals. There, staff provide information regarding its first-time homebuyer, rehabilitation and deleading programs and disseminate information regarding the fair housing law, including protected classes, typical violations and resources available to victims of discrimination. This is an opportunity for staff to talk one-on-one with residents who may be victims of discrimination in lending and/or victims of steering, and to learn about the fair housing climate in the city and identify fair housing issues.
- The Housing Coordinator attended Know Your Rights fair housing training in Boston in January, 2016 to further understand the Fair Housing Law and to educate others.
- All CDBG agreements include a section on fair housing, affirmative action and conduct.

### **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 DPCD monitors all projects to ensure compliance with applicable Federal, State and local regulations and program requirements.

As part of ongoing monitoring, public service sub-recipients submit monthly reports that include income, race and ethnic information on clients served and programmatic accomplishments. In addition, public service sub-recipients are monitored on-site regularly. Agencies submitting reimbursement requests must include proof of expenditure of funds, as well as documentation that the pre-determined benchmark or goal was attained.

All First-Time Homebuyer Downpayment Assistance Loan Program properties and Housing Rehabilitation Loan Program properties receive on-site inspections. Rehabilitation projects must meet current housing codes and non-emergency projects must meet Housing Quality Standards (HQS). All tenant based rental assistance provided with HOME funds requires an inspection with a HQS report. Housing staff maintain a comprehensive written manual detailing program procedures and policies, as well as a master spreadsheet that tracks all loan details for the First-Time Homebuyer Downpayment Assistance Loan Program and the Housing Rehabilitation Program, including period of affordability, discharge dates, rent restrictions and monitorings. The City monitors rehabilitation projects with rental affordability restrictions annually for the duration of the affordability period.

A quarterly report is provided to the City's Finance Department on new loans issued, loan status and loan discharges. There is also a Loan Management Policy for dealing with delinquent or in default housing or economic development loans. The DPCD reconciles its general ledger to IDIS monthly.

Economic Development and Neighborhood Improvement projects use a checklist developed by the DPCD to ensure that floodplain management, environmental review, Section 3, minority outreach, procurement and debarment regulations are identified for applicability and documented.

Monitoring of job creation is determined by the time period in the funding Agreement.

The DPCD also annually reviews its performance in meeting its goals and objectives set forth in the Consolidated Plan during the development of the annual CAPER.

Payments to agencies are made on a reimbursement basis to ensure compliance with expenditure requirements. The Assistant Community Development Director encourages timely submission of reimbursement requests by subrecipients and reviews timeliness status weekly until the annual 1.5 draw ratio is met.

Additionally, the City ensures long-term compliance with program requirements, including minority business outreach and comprehensive planning requirements, in several ways. In particular, the DPCD has a Monitoring Plan, Section 3 Plan and Minority Outreach Procedures in place that allows the City to

track whether long-term goals are being met.

### **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 Citizen Participation Plan (CPP) updated in July, 2019, and again in May, 2020 due to CDBG-CV funds, sets for the policies and procedures for citizen participation in the development of the five-year Consolidated Plan, annual action plans and annual end of year reports. The CPP is designed specifically to encourage participation by low- and moderate-income persons, particularly those living in areas where CDBG funds will be used, as well as minorities, persons with disabilities, residents of public housing and other interested persons. We encourage feedback from our residents in order to improve our efforts to provide decent, safe and sanitary housing, improved community facilities and infrastructure, needed human services and expanded economic opportunities, that all work toward revitalizing our neighborhoods and improving our living environment.

The CAPER is made available to the public throughout the 15-day comment period and efforts to solicit public comments include posting bilingual (English/Spanish) notices on the availability of the report in the Salem Evening News, the City of Salem Official Bulletin Board at City Hall through the Clerk's Office, Salem Public Library, Salem Housing Authority and on the City's website. The notice is distributed via email to the Salem HOPE distribution list which reaches non-profit social service agencies that serve various populations including minorities, non-English speaking persons, persons with disabilities and Point Neighborhood residents. Due to the COVID-19 pandemic, copies were only available through the City's website or via email.

The FY21 CAPER's 15 day comment period was August 26, 2021 through September 13, 2021. There were no public comments received.

**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.**

In general, there are no anticipated changes in Salem's program objectives outlined in the 2020 Consolidated Plan or the FY22 Action Plan. Due to COVID-19 and the City's allocation of CDBG-CV3 funds, a second substantial amendment was undertaken in May, 2021 to add the allocation to the FY20 Action Plan as a new allocation of funds to be used to prevent, prepare for and respond to COVID-19.

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

No

## APPENDIX

Financial Summary Report (PR26) for FY21 (HUD's Program Year 2020)

- CDBG - Please note: Line 7 reflects an adjustment needed due to funding that was returned to the line of credit during FY20.
- CDBG-CV

Maps

- Low to Moderate Income Areas
- Geographic Distribution of Entitlement Funds Expended FY21



Office of Community Planning and Development  
U.S. Department of Housing and Urban Development  
Integrated Disbursement and Information System  
PR26 - CDBG Financial Summary Report  
Program Year 2020  
SALEM , MA

DATE: 08-05-21  
TIME: 14:25  
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**PART I: SUMMARY OF CDBG RESOURCES**

01 UNEXPENDED CDBG FUNDS AT END OF PREVIOUS PROGRAM YEAR	957,139.23
02 ENTITLEMENT GRANT	1,098,733.00
03 SURPLUS URBAN RENEWAL	0.00
04 SECTION 108 GUARANTEED LOAN FUNDS	0.00
05 CURRENT YEAR PROGRAM INCOME	125,559.42
05a CURRENT YEAR SECTION 108 PROGRAM INCOME (FOR SI TYPE)	0.00
06 FUNDS RETURNED TO THE LINE-OF-CREDIT	0.00
06a FUNDS RETURNED TO THE LOCAL CDBG ACCOUNT	0.00
07 ADJUSTMENT TO COMPUTE TOTAL AVAILABLE	(1,118.25)
08 TOTAL AVAILABLE (SUM, LINES 01-07)	2,180,313.40

**PART II: SUMMARY OF CDBG EXPENDITURES**

09 DISBURSEMENTS OTHER THAN SECTION 108 REPAYMENTS AND PLANNING/ADMINISTRATION	554,949.34
10 ADJUSTMENT TO COMPUTE TOTAL AMOUNT SUBJECT TO LOW/MOD BENEFIT	0.00
11 AMOUNT SUBJECT TO LOW/MOD BENEFIT (LINE 09 + LINE 10)	554,949.34
12 DISBURSED IN IDIS FOR PLANNING/ADMINISTRATION	216,748.23
13 DISBURSED IN IDIS FOR SECTION 108 REPAYMENTS	0.00
14 ADJUSTMENT TO COMPUTE TOTAL EXPENDITURES	0.00
15 TOTAL EXPENDITURES (SUM, LINES 11-14)	771,697.57
16 UNEXPENDED BALANCE (LINE 08 - LINE 15)	1,408,615.83

**PART III: LOW/MOD BENEFIT THIS REPORTING PERIOD**

17 EXPENDED FOR LOW/MOD HOUSING IN SPECIAL AREAS	0.00
18 EXPENDED FOR LOW/MOD MULTI-UNIT HOUSING	0.00
19 DISBURSED FOR OTHER LOW/MOD ACTIVITIES	546,364.71
20 ADJUSTMENT TO COMPUTE TOTAL LOW/MOD CREDIT	0.00
21 TOTAL LOW/MOD CREDIT (SUM, LINES 17-20)	546,364.71
22 PERCENT LOW/MOD CREDIT (LINE 21/LINE 11)	98.45%

**LOW/MOD BENEFIT FOR MULTI-YEAR CERTIFICATIONS**

23 PROGRAM YEARS(PY) COVERED IN CERTIFICATION		PY: PY: PY:
24 CUMULATIVE NET EXPENDITURES SUBJECT TO LOW/MOD BENEFIT CALCULATION	0.00	
25 CUMULATIVE EXPENDITURES BENEFITTING LOW/MOD PERSONS	0.00	
26 PERCENT BENEFIT TO LOW/MOD PERSONS (LINE 25/LINE 24)	0.00%	

**PART IV: PUBLIC SERVICE (PS) CAP CALCULATIONS**

27 DISBURSED IN IDIS FOR PUBLIC SERVICES	132,169.13
28 PS UNLIQUIDATED OBLIGATIONS AT END OF CURRENT PROGRAM YEAR	87,438.92
29 PS UNLIQUIDATED OBLIGATIONS AT END OF PREVIOUS PROGRAM YEAR	40,361.87
30 ADJUSTMENT TO COMPUTE TOTAL PS OBLIGATIONS	42.82
31 TOTAL PS OBLIGATIONS (LINE 27 + LINE 28 - LINE 29 + LINE 30)	179,289.00
32 ENTITLEMENT GRANT	1,098,733.00
33 PRIOR YEAR PROGRAM INCOME	96,743.77
34 ADJUSTMENT TO COMPUTE TOTAL SUBJECT TO PS CAP	0.00
35 TOTAL SUBJECT TO PS CAP (SUM, LINES 32-34)	1,195,476.77
36 PERCENT FUNDS OBLIGATED FOR PS ACTIVITIES (LINE 31/LINE 35)	15.00%

**PART V: PLANNING AND ADMINISTRATION (PA) CAP**

37 DISBURSED IN IDIS FOR PLANNING/ADMINISTRATION	216,748.23
38 PA UNLIQUIDATED OBLIGATIONS AT END OF CURRENT PROGRAM YEAR	23,725.00
39 PA UNLIQUIDATED OBLIGATIONS AT END OF PREVIOUS PROGRAM YEAR	0.00
40 ADJUSTMENT TO COMPUTE TOTAL PA OBLIGATIONS	0.00
41 TOTAL PA OBLIGATIONS (LINE 37 + LINE 38 - LINE 39 + LINE 40)	240,473.23
42 ENTITLEMENT GRANT	1,098,733.00
43 CURRENT YEAR PROGRAM INCOME	125,559.42
44 ADJUSTMENT TO COMPUTE TOTAL SUBJECT TO PA CAP	0.00
45 TOTAL SUBJECT TO PA CAP (SUM, LINES 42-44)	1,224,292.42
46 PERCENT FUNDS OBLIGATED FOR PA ACTIVITIES (LINE 41/LINE 45)	19.64%



**PART I: SUMMARY OF CDBG-CV RESOURCES**

01 CDBG-CV GRANT	1,184,098.00
02 FUNDS RETURNED TO THE LINE-OF-CREDIT	0.00
03 FUNDS RETURNED TO THE LOCAL CDBG ACCOUNT	0.00
04 TOTAL AVAILABLE (SUM, LINES 01-03)	1,184,098.00

**PART II: SUMMARY OF CDBG-CV EXPENDITURES**

05 DISBURSEMENTS OTHER THAN SECTION 108 REPAYMENTS AND PLANNING/ADMINISTRATION	339,867.33
06 DISBURSED IN IDIS FOR PLANNING/ADMINISTRATION	30,000.00
07 DISBURSED IN IDIS FOR SECTION 108 REPAYMENTS	0.00
08 TOTAL EXPENDITURES (SUM, LINES 05 - 07)	369,867.33
09 UNEXPENDED BALANCE (LINE 04 - LINE8 )	814,230.67

**PART III: LOW/MOD BENEFIT FOR THE CDBG-CV GRANT**

10 EXPENDED FOR LOW/MOD HOUSING IN SPECIAL AREAS	0.00
11 EXPENDED FOR LOW/MOD MULTI-UNIT HOUSING	0.00
12 DISBURSED FOR OTHER LOW/MOD ACTIVITIES	339,867.33
13 TOTAL LOW/MOD CREDIT (SUM, LINES 10 - 12)	339,867.33
14 AMOUNT SUBJECT TO LOW/MOD BENEFIT (LINE 05)	339,867.33
15 PERCENT LOW/MOD CREDIT (LINE 13/LINE 14)	100.00%

**PART IV: PUBLIC SERVICE (PS) CALCULATIONS**

16 DISBURSED IN IDIS FOR PUBLIC SERVICES	193,713.02
17 CDBG-CV GRANT	1,184,098.00
18 PERCENT OF FUNDS DISBURSED FOR PS ACTIVITIES (LINE 16/LINE 17)	16.36%

**PART V: PLANNING AND ADMINISTRATION (PA) CAP**

19 DISBURSED IN IDIS FOR PLANNING/ADMINISTRATION	30,000.00
20 CDBG-CV GRANT	1,184,098.00
21 PERCENT OF FUNDS DISBURSED FOR PA ACTIVITIES (LINE 19/LINE 20)	2.53%





# City of Salem FY21 CDBG and CDBG-CV Activities

