

FY23 COMPANION to, and CONSOLIDATED ANNUAL PERFORMANCE AND EVALUATION REPORT (CAPER)



CITY OF SALEM, MASSACHUSETTS

*Fiscal Year 2023
July 1, 2022 to June 30, 2023*

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For both the FY23 Companion and FY23 CAPER

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CAPER finalization date – *September 15, 2023*

Cover photo: Installation of Almy's Clock

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-income¹.
- **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.



*Community Input Meeting for
Curtis Park*

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.

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

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.

EXECUTIVE SUMMARY

Salem's FY23 CAPER provides an analysis of the third fiscal year - July 1, 2022 through June 30, 2023² - 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.

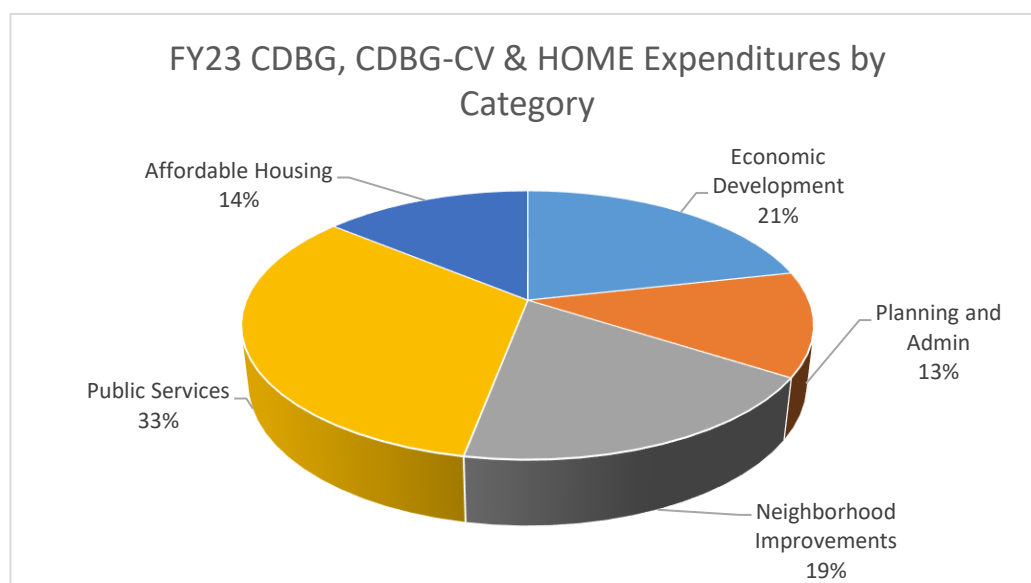


Fig. 1 FY23 Spending by Category, as a Percentage of Total CDBG, CDBG-CV & HOME Expenditures

The CDBG entitlement funds from HUD for the fiscal year were \$1,056,224.00 and program income received during FY23 was \$139,449.32. Our HOME funding allocation was \$210,145.00. We also used carried over CDBG, CDBG-CV and HOME funds from prior years.

We expended a total of \$906,299.62 in CDBG funds and a total of \$418,553.95 in CDBG-CV funds. We met all timeliness requirements and program expenditures were consistent with our 5-Year Consolidated Plan and FY23 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 \$171,354.52 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. \$5,750 was expended for HOME administration.

² HUD refers to Salem's FY23 as Program Year 2022 (the funding source year).



A home supported with a housing rehabilitation loan .

During FY23, the DPCD continued to make significant progress toward meeting the goals and objectives laid out in the 5-Year Consolidated Plan and FY23 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 FY23 and prior year carried over funds +/- any adjustments made during the year. Status is as of June 30, 2023.

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 FY23, Salem spent \$291,611.30 in CDBG and HOME funds on affordable housing projects and programs. Of this, CDBG and CDBG-CV funds spent totaled \$120,265.78 and HOME funds totaled \$171,345.52.

Table1: FY23 Affordable Housing Financial Summary for CDBG & HOME

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.	\$265,002.97 (FY23 & carried over)	<ul style="list-style-type: none"> • \$79,746.17 CDBG funds spent • 2 units improved
First Time Homebuyer Program	Provides 0% interest deferred payment loans to LMI families purchasing a home in Salem.	\$15,369.30 CDBG	<ul style="list-style-type: none"> • \$8,254.63 CDBG funds spent • 1 household/unit assisted
Tenant Based Rental Assistance (Housing First Model)	This rental assistance program is available for high-risk homeless persons to be placed into housing with supports. The program is administered by North Shore Community Action Programs.	\$65,882.00 HOME	<ul style="list-style-type: none"> • \$9,836.52 HOME funds spent • 3 individuals assisted

Project	Project Description	Funding Available	Status
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 \$1,000 per household per month (maximum \$3,000), in a payment made directly to the landlord. The program is administered by North Shore Community Action Programs.	\$31,876.26 HOME \$31,310.00 CDBG-CV	<ul style="list-style-type: none"> • \$5,008.00 HOME funds spent • 4 households assisted • \$15,042.25 CDBG-CV funds spent (reported under public services) • 9 households assisted
Rental down payment Assistance	Funds are used to help low- and extremely low-income Salem residents with first/last month rent and security deposit to move into decent, affordable rental units. The program is administered by North Shore Community Action Programs.	\$81,287.94 HOME	<ul style="list-style-type: none"> • \$25,057.00 funds spent • 12 households assisted
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	\$210,145.00 HOME	\$125,694.00 HOME funds spent for 19 units
Housing Program Delivery	Costs associated with providing rehabilitation programs & inspectional services.	\$17,222.73 CDBG \$5,705 HOME	\$17,222.73 in CDBG funds & \$5,705.00 in HOME admin funds spent for housing program delivery & inspectional services including lead

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.

During FY23, the City of Salem spent \$171,345.52 in HOME funds. \$67,500 in HOME funds were used to fund 11 of the 46 affordable units at the North Shore CDC Lighthouses project and \$58,194.00 were used to fund 8 of the 18 affordable units in the North Shore CDC New Point Housing project. In addition \$9,836.52 was used on a Tenant Based Rental Assistance Program which assisted 3 high risk homeless individuals through a housing first model. \$25,057.00 in HOME funds was spent through the Rental Downpayment Assistance Program to assist 12 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. In addition, \$5,705.00 in HOME funds was spent in administrative costs.

COVID-19 Affordable Housing Programs

Due to the ongoing COVID-19 pandemic, many persons lost jobs, were laid off or were furloughed, resulting in difficulties in paying rent. In FY23 the city carried over \$31,310.00 CBDG-CV and \$31,876.26 in HOME funds to continue to provide emergency rental assistance to households affected by COVID-19. As shown in Table 1, we spent was \$5,008.00 in HOME funds and \$15,042.25 in CDBG-CV to assist 13 households that have been impacted by COVID-19.

The city also carried over \$25,724.13 from the prior year to continue providing a free housing stability services program to 237 residents, reported under public services in Table 2.b.

Foreclosure Prevention

The city also provides information regarding foreclosure prevention. The city's website contains a list of links to various resources for foreclosure prevention and legal assistance.

<https://www.salem.com/planning-and-community-development/pages/foreclosure-prevention-legal-resources/> 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.

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 FY23, 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 FY23 Action Plan. Public service projects funded during FY23 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.



*Parks & Recreation
Yoga Class for Children*

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 FY23, there were 16 new and 12 carried over public service contracts in addition to 9 CDBG-CV public service contracts. With CDBG we were able to expend \$138,606.16 and with CDBG-CV, we expended \$351,879.75, which, in turn, assisted at least, 24,990 people, including at least 843 youth and 276 seniors. All contracts with funds remaining are carried over to FY24.

COVID-19 Public Service Programs

Due to the ongoing COVID-19 pandemic, many persons had difficulty paying for food, accessing the internet and coping with symptoms of stress, anxiety, and emotional dysregulation. In response to the impacts of COVID-19, in FY23 the city cumulatively spent \$196,704.51 to support food access, \$45,844.87 on mental health services for teens and children and spent \$105,543.35 to support free WiFi access for low- moderate income residents, as reported in Table 2.b.

Table2a: FY23 Public Services Financial Summary for CDBG

Agency/Program	CDBG Funding Available	CDBG Funds Spent	Number Assisted	Program Impact
Bentley Academy Charter School Teacher Home Visits	\$8,000.00	\$1,890.00	73 youth	The program supported family engagement by supporting 73 students with home visits by 22 teachers through June 2023. The remaining funding will be carried over to FY24.

Agency/Program	CDBG Funding Available	CDBG Funds Spent	Number Assisted	Program Impact
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. The program funding will be carried over through to next season, so that emergency funding to have overnight building attendance remains available when needed.
Open Door Immigration	\$8,423.72	\$2,714.49	11 persons	Provided immigration legal services to 11 residents. Legal services included citizenship interview preparations, green card renewals, adjustment of status application for a parent of a US citizen, and a petition for a spouse living overseas. The remaining funding will be carried over to FY24.
Salvation Army Homeless Prevention	\$8,416.92	\$8,312.36	13 persons	Assisted 5 households, (13 individuals) with rental arrearages to avoid eviction and provided assistance with electric and oil payments to avoid termination in heating services.
Catholic Charities Homeless Prevention Program	\$9,900.00	\$9,900.00	36 persons	Assisted 36 persons to avoid eviction through payment of rental arrearages to landlords. Each head of household received budget counseling, information, referrals and advocacy, when needed.
H.A.W.C. Advocacy Services for Domestic Violence Victims	\$9,900.00	\$9,900.00	63 persons	Provided 63 persons with weekly family meetings at HAWC's emergency shelter. The meetings included 12 "crafting corner" sessions that fostered positive parent and child attunement and interaction through play and art as well as weekly family goals and progress meetings. The weekly meetings focused on case management including housing and financial stabilization.

Agency/Program	CDBG Funding Available	CDBG Funds Spent	Number Assisted	Program Impact
NSCAP Homeless Prevention Program	\$9,900.00	\$7,457.75	14 persons	Assisted 14 people with rental assistance to prevent homelessness. The remaining funding will be carried over to FY24.
Disability Resource Center	\$4,800.00	\$4,416.23	23 disabled persons	Provided individual independent living services and information and referral on housing issues to Salem residents. The program supported 12 virtual workshops and assisted 23 clients with housing services including assisting with 13 affordable housing application (through the state's CHAMP process), and assisted with seven section 8 application. Three Salem residents and four homeless individuals were supported in gaining housing. The remaining funding will be carried over to FY24.
NSCAP Homeless Prevention Program	\$9,900.00	\$7,457.75	14 persons	Assisted 14 people with rental assistance to prevent homelessness. The remaining funding will be carried over to FY24.
North Shore CDC Resident Services	\$9,900.00	\$5,029.20	112 persons	Assisted 112 clients with classes including housing coaching, career counseling sessions and financial wellness classes. The remaining funding will be carried over to FY24.
Salem Housing Authority	\$5,982.17	\$847.84	9 seniors	Provided 9 seniors emergency food delivery. The remaining funding will be carried over to FY24.
North Shore Moving Market	\$4,500.00	\$4,500.00	107 persons	Provided monthly deliveries of food to 107 elderly, disabled and disadvantaged Salem households.

Agency/Program	CDBG Funding Available	CDBG Funds Spent	Number Assisted	Program Impact
LEAP for Education	\$9,900.00	\$9,900.00	39 youth	<p>They agency provided a College Success Program for 39 youth that focuses on career choices and post-secondary education opportunities. The high school seniors in the program made decisions on their colleges and financing options. All the high school seniors were accepted to a post-secondary school. In addition to college success activities, 62 percent of the students completed a college career plan. High school juniors in the program searched for colleges. The program also facilitated a teen center for Salem high school students in grades 9 through 12 where they received academic support, peer mentoring through the Brothers and Sisters success program, were introduced to civic engagement through the Leap Social Justice imitative and focused on language skills through project based learning.</p>
Lifebridge Medical & Outreach Support	\$9,900.00	\$9,900.00	209 persons	<p>Provided medical services to 209 unduplicated Lifebridge Clients. Medical services included Assessment, triage/referrals and basic first aid as well as client advocacy and support. Health Education services were also provided explaining diagnosis, medications, provider instructions, symptom management. Service connection and referrals were provided for health insurance, primary care, mental health, substance abuse, crisis and emergency services. Lifebridge also provided communication with health and social service providers to promote continuity of care and COVID-19 education, testing and isolation assistance/support.</p>

Agency/Program	CDBG Funding Available	CDBG Funds Spent	Number Assisted	Program Impact
Salem Park & Recreation Park Enrichment Programs	\$7,400.00	\$6,400.00	41 youth	Provided 5 programs, assisting 41 new clients. Programs included 2 yoga classes at Palmer Cover, and several classes at Mack Park (Dance Fitness, Lacrosse, Fun Sports/Games and an art workshop). The remaining funding will be carried over to FY24.
Salem Council on Aging Art Program	\$1,440.00	\$1,286.21	14 seniors	Provided 14 seniors with five, 2-hour art classes at the Community Life Center on acrylic, oil, and water coloring paintings. The remaining funding will be carried over to FY24.
Salem Council on Aging Exercise Program	\$1,770.00	\$1,435.00	26 seniors	Provided 19 strength exercise classes to 26 seniors at the Community Life Center. The remaining funding will be carried over to FY24.
Salem Council on Aging Transportation Program	\$21,174.04	\$12,639.60	227 seniors	Provided 8,372 trips for 227 seniors and adults with a disability to medical appointments, grocery shopping, events at the council on aging, and the library. The remaining funding will be carried over to FY24.
Salem Police Department Bicycle and Walk/Ride Patrols	\$28,466.52	\$13,864.54	4,475 persons	Provided targeted teamed bike patrols in the Point Neighborhood, concentrating on a strong positive presence through interactions with the residents and community members. Provided visibility and accessibility in order to address crime including loitering, loud music, parking complaints, erratic scooters, public drinking, fireworks and other quality of life. Officers interacted with residents and tourists, and visited businesses. The remaining funding will be carried over to FY24.

Agency/Program	CDBG Funding Available	CDBG Funds Spent	Number Assisted	Program Impact
Salem Police Department Community Policing & Engagement	\$25,303.85	\$16,912.94	17,600 persons	Provided community engagement activities to build trust with police officers and deter crime. The events included a cookout with a cop event at OnPoint at 50 Leavitt Street in July and in August. Between the two cookout events, over 500 residents attended. The program also supported two basketball games were held at OnPoint, a touch a truck at Mack Park in conjunction with the Salem Parks and Recreation Department. The police also visited Salem High School, Collins Middle School and Witchcraft Heights Elementary School with the community resource dog to greet parents and welcome back the students where they made strong connections with students and families. A Coffee with a Cop event was held at the community life center and an event was held at Salem High School to "motivate young people to be better citizens" designed to bring students, teachers and public safety together to celebrate school spirit.
Salem YMCA School Age Child Care Program	\$9,900.00	\$9,900.00	274 youth	Subsidized low income students' childcare expenses for after school curriculum based instruction, enrichment activities & swimming.
Sail Salem	\$8,900.00	\$5,100.00	7 youth	Provided transportation to 7 children attending the educational seafarer camp. The remaining funds will be carried over to FY24.
TOTAL PERSONS ASSISTED		At least 23,240 people, including at least 434 youth and 276 seniors		

Table2b: FY23 Public Services Financial Summary for CDBG-CV

Agency	CDBG Funding Available	CDBG Funds Spent	Number Assisted	Program Impact
NSCAP – Emergency Rental Assistance	\$31,310.00	\$15,042.25	5 households	Assisted 5 households (20 people) with emergency rental assistance.
Essex County Bar Housing Stability Services	\$25,724.13	\$21,083.56	237 persons	Assistance provided to 237 persons, including emergency eviction assistance for 81 households. Assistance included counseling renters on rental arrearages and filing RAFT rental and utility assistance applications, counseled landlords on AMP, energy program and mortgage resources; counseled renters on affordable housing eligibility, updating CHAMP applications, Section 8 MRVP, and local lotteries. Advice was offered to households to assist in preparing for administrative hearings, mediation at Housing Court, Board of Health inspections, negotiating payment plans with owners and requesting reasonable accommodations for renters with a disability. Referrals were made for landlords and renters VLP, Housing Discrimination Center, and the Lawyer for a Day program for evictions files in District and Housing Court. The remaining funds will be carried over to the next fiscal year.
Root	\$160,000.00	\$102,822.29	893 persons	Delivered community meals to 893 low-moderate income residents via partnership with Salem Housing Authority, Lifebridge, Salem Pantry, Plummer Youth Promise, Youthbuild, Espacio, North Shore CDC, Salem Council on Aging and others. Remaining funds will be carried over to the next fiscal year.

Agency	CDBG Funding Available	CDBG Funds Spent	Number Assisted	Program Impact
Salem Housing Authority WiFi	\$71,469.50	\$71,469.50	515 persons	This program supported the installation of free wifi and internet services to Salem Housing Authority residents of 27 Charter Street, Philip Morency Manor at 45 St Peter St and James A Dalton at 205 Bridge Street.
Salem YMCA Mental Health Support	\$20,000.00	\$20,000.00	267 youth	Provided mental health and social emotional support to 267 youth members and families. Social worker was able to provide direct services that include parent coaching, short-term counseling and informal assessments and intervention.
Salem Pantry – COVID-19 Program Expansion	\$41,550.00	\$50,000.00	340 households	Distributed food to 340 unique households at various mobile food pantry sites in Salem.
Citizens Inn- Haven for Hunger	\$75,000.00	\$52,332.22	1,305 persons	Provided low-to-moderate income residents in need during COVID-19 with nutritious foods through the food pantry at 71 Wallis Street, Peabody, that is open to Salem residents.
Boys & Girls Club	\$40,656.54	\$24,855.87	142 youth	Provided 142 youth with academic support, recreation time, mental health support, social opportunities and homework incentives. Remaining funds will be carried over to FY24.
Salem Broad Band at POAH	\$111,032.76	\$2,721.06	0 persons	This activity will fund free wifi and internet services for at least four years for residents at Salem Heights (12 Pope Street) to support remote working, remote learning and access to online health. The wifi connect, access point, firewall and advance license was established in FY23. The launch date for the wifi service is in FY24. The remaining funds will be carried over to FY240
TOTAL PERSONS ASSISTED		At least 3,719 people, including 409 youth.		

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 FY23, another challenging year as businesses continue their economic recovery from the COVID pandemic, Salem continued to see very low vacancy rates in downtown storefronts with several new businesses opening and existing businesses expanding despite the supply chain, logistical, and staffing issues brought about by COVID. Salem has continued to see the surge of redevelopment that began years ago carry on during the ebbs and flows of 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.



Couch Dog is a new business supported with a small business loan.

Salem's unemployment rate in July 2022 was 4.2%, a decrease from the 6.7% unemployment rate the prior July (2021) and a significant decrease from the unemployment rate in the pandemic's early days of 11.8% (July 2020). As the year progressed, unemployment numbers fluctuated. In September 2022, Salem's unemployment rate was 3.8%, January 2023 the rate increased to 5.1% and May 2023 decreased to 2.6%.

In March 2020, (former) 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. This group has continued to meet at least monthly since its creation. Current members of the EDRR are Tom Daniel and Kate Newhall-Smith from the City of Salem, Beth Debski from the Salem Partnership, Laura Swanson from The Enterprise Center, 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. The director of Destination Salem is an active member of the EDRR.

As Salem progresses through its economic recovery, the EDRR has shifted its focus from emergency response and direct business support to serving as an opportunity for the economic development partners to meet, discuss current events, training opportunities and workshops, and challenges that each organization is seeing. The monthly meetings bring the entities together

so all can discuss, advise, and support each other in their organizational missions. The group remains engaged and mobilized so that it can again be called on to provide immediate and direct support to Salem’s business community in the event of an emergency.

Table 3: FY23 Economic Development Financial Summary

Program		Description	CDBG Funding Available	Status
Business Loan Program		Provides three types of loans that fund commercial rehabilitation, job creation or retention and/or micro-enterprise assistance to make our commercial areas vibrant.	\$204,000 CDBG	<ul style="list-style-type: none"> • \$160,000 CDBG spent • 2 new businesses assisted. • Jobs to be monitored in FY23/24. •
Business Technical Assistance	Salem Main Streets Program	Provides commercial district revitalization through organization, promotion, economic restructuring and design.	\$45,000 CDBG	<ul style="list-style-type: none"> • \$45,000 CDBG spent • 5 FTE jobs documented • Assisted 3 new, 28 existing and 5 prospective businesses, (including 24 micro-enterprises, 1 relocating and 1 expanding businesses)
	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.	\$45,000 CDBG	<ul style="list-style-type: none"> • \$45,000 spent • 11 new full-time jobs documented • Assisted 5 new, 14 existing and 1 prospective businesses, (including 15 micro-enterprise businesses, as well as 4 expanding and 4 relocating businesses)
	Economic Development Program Delivery	Costs associated with providing Economic Development programs and administration of the Salem Redevelopment Authority.	\$68,658.27 CDBG	<ul style="list-style-type: none"> • \$68,658.27 CDBG spent • (see description below)

In total, \$318,658.27 in CDBG 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 FY23, the DPCD's Economic Development Planner worked on several significant redevelopment projects, including:

- The approval of 35 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 seventh 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.
- Management of the Business Recruitment Team, a team comprised of the city's economic development planner, and the executive directors of the Salem Chamber of Commerce and Salem Main Streets that meets monthly to discuss the 'business recruitment strategy'. The team discusses the types of businesses that can benefit the Salem community and sets concrete tasks regarding outreach to these businesses to discuss opportunities in Salem. Together, the group 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 the Enterprise Center, MassDevelopment, Mill Cities Community Investments, the North Shore CDC, 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. Next steps include continuing to facilitate the public permitting process and assisting the designated developer in navigating the city's permitting boards.

- 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 city's economic development website, www.salemforbusiness.com, to both attract new businesses and aid existing ones.
- Managed logistics and led the 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, created and managed the city's Employee Retention and Hiring Incentive Program, 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.

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. An evaluation of the progress made on the Salem Point Neighborhood Vision and Action Plan, funded with CDBG and completed in FY23.

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 charts 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.



The Mack Park Caretaker's House was de-leaded. This is a city owned facility occupied by a low-moderate income household.

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 FY23.

During the program period, we continued to work on important neighborhood projects, and spent a total of \$214,452.98 including program delivery costs, toward meeting the goals in the FY23 Action Plan and 5 Year Consolidated Plan. In addition, \$66,677.20 was spent in CDBG-CV funds.

Table 4: FY23 Neighborhood Improvement Financial Summary (CDBG & CDBG-CV)*

Activity	Funds Available	Funds Spent	Status
De-lead Mack Park Caretaker House	\$59,912.74	\$59,912.74	Complete
Community Life Center Mural	\$32,000.16	\$32,000.16	Complete
Old Town Hall Pre-Development (Funded with CDBG & CDBG-CV)	\$65,553.95	\$65,553.95	Complete
	\$66,677.20	\$66,677.20	Complete
Lifebridge Portable Shower	\$20,000.00	\$20,000.00	Complete
Almy's Clock Restoration	\$19,800.12	\$17,207.13	Underway
Prince Street Improvements	\$58,199.40	\$0	Underway
Tree Planting Program	\$25,000.00	\$0	Underway
Curtis Park Improvements	\$51,367.47	\$13,567.47	Underway
Fire station #5 Improvements	\$152,152.00	\$0	Underway
Gallows Hill Park	\$193,036.99	\$6,211.53	Underway
Lappin Park Improvements	\$97,500.00	\$0	Planning
Peabody Street Park	\$16,675.81	\$0	Planning
Dickson Memorial Windows	\$68,000.00	\$0	Planning
Riley Plaza Median Strip Improvement	\$25,000.00	\$0	Planning
Blubber Hollow History Sign	\$1,500.00	\$0	Planning
Charlotte Forten Park Improvements	\$70,000.00	\$0	Planning
Endicott & Pratt Street Improvements	\$197,000.00	\$0	Planning

*Funds available and spent represent only FY23 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 FY23 CDBG funds were budgeted to provide matching funds for a Massachusetts Historical Commission Survey & Planning Grant for the North Salem Cultural Resource Study. Carried over matching funds were also used to complete a Point Vision Plan Update.

During FY23, we spent a total of \$146,581.41 in CDBG funds toward Planning and Administration expenses. No CDBG-CV funds were spent on Planning and Administrative expenses.

Table 5a: FY23 CDBG Planning & Administration Financial Summary

Activity	CDBG Funds Available	CDBG Funds Spent
Massachusetts Historical Commission grant match: North Salem Cultural Resource Study	\$15,000.00	\$0
Point Vision Plan Update	\$10,000.00	\$10,000.00
General Administration - Non-salary	\$10,441.85	\$10,441.85
General Administration - Benefits	\$38,551.61	\$38,551.61
General Administration - Salary	\$87,587.95	\$87,587.95

APPENDIX

Financial Summary Report (PR26) for FY23 (HUD's Program Year 2022)

- CDBG Financial Summary
- CDBG Activity by Selected Grant
- CDBG-CV Financial Summary

Maps

- Low to Moderate Income Areas
- Geographic Distribution of Entitlement Funds Expended FY23

CR-05 - Goals and Outcomes

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

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

The Housing Rehab Loan program (5 year goal=18 units/AAP goal=1 units) resulted in 2 completed units. The First Time Homebuyer program (5 year goal=14 units/AAP goal=2), 1 household was assisted. Affordable Housing development (5 year goal=6 units/AAP goal=0 units), no CDBG funds were spent. With HOME (reported through the Consortium) funding was provided to a nonprofit developer toward the creation or rehabilitation of 19 affordable units. HOME funds and CDBG-CV funds assisted 13 households with emergency rental assistance in response to COVID-19. HOME funds were used to assist 15 tenants with rental assistance, 3 of whom were high-risk homeless persons.

Economic Development, Small Business Financial Assistance \$160,000 was spent to assist two new businesses, the jobs will be monitored in FY23/24. (5 year goal=21 jobs/AAP goals=2 jobs). Business Technical Assistance (5 year goal=10 jobs/AAP goal of 2 jobs), we documented 16 FTE jobs utilizing CDBG funds. The Salem Main Streets Program provided technical assistance to 3 new, 28 existing and 5 prospective businesses, including 24 micro-enterprises, 1 relocating and 1 expanding business; North Shore Community Development Coalition's (NSCDC) Small Business Engagement Program provided technical assistance to 5 new, 14 existing and 1 prospective businesses, with the total including 15 micro-enterprise businesses, as well as 4 expanding and 4 relocating businesses.

Community Support Services (5 year goal=45000 persons/AAP goal=7,298 persons), with CDBG funds, we assisted 23,240+ people (including at least 434 youth and 276 seniors) through 16 new and 12 carried over contracts. The numbers reported above differ from the IDIS generated Table 1 because the table includes duplicated accomplishments. The duplication was due to carried over contracts that were completed in FY23 and new contracts for FY23 for the same activity, which combined people in the LMA neighborhood. These corrections are made in Table 1. IDIS did not include CDBG-CV outcomes in the table which assisted 3,704 people through 9 public service contracts.

Downtown Improvements accomplishments is based on the census block groups that comprise the Slum/Blight designated area. Pre-development improvements to Old Town Hall were completed. Almy's Clock improvements was completed; however, the final invoice will be processed in FY 23/24..

Neighborhood Improvements (5 year/AP goal= 17,600 persons). The Mack Park House, CLC public art and a portable shower at the Lifebridge

Shelter have been completed. There are several open activities including Gallows Hill, Prince Street improvements, Peabody Street Park improvements, Riley Plaza median strip improvements, Blubber Hollow neighborhood history sign, Curtis Park improvements and Fire Station #5 improvements. These projects/funds will carry over to FY23/24.

Notes: In Year 3-5 CAPERs, the 5-year accomplishments may include duplicates due to multiple activities in the same census tracks.

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	7	50.00%	2	1	50.00%
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	4735	100.00%	4735	4735	100.00%
Improve the Condition of Existing Housing.	Affordable Housing	CDBG: \$	Homeowner Housing Rehabilitated	Household Housing Unit	18	4	22.22%	1	2	200.00%

Goal	Category	Source / Amount	Indicator	Unit of Measure	Expected – Strategic Plan	Actual – Strategic Plan	Percent Complete	Expected – Program Year	Actual – Program Year	Percent Complete
Increase the Supply of Affordable Housing	Affordable Housing	CDBG: \$	Rental units rehabilitated	Household Housing Unit	6	0	0.00%			
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	1902	10.81%	17600	1902	10.81%
Invest in Parks Infrastructure & Public Facilities	Non-Housing Community Development	CDBG: \$	Homeless Person Overnight Shelter	Persons Assisted	0	0		0	0	
Invest in Parks Infrastructure & Public Facilities	Non-Housing Community Development	CDBG: \$	Overnight/Emergency Shelter/Transitional Housing Beds added	Beds	0	0		0	0	
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	38	380.00%	6	16	266.67%
Offer Business Technical Assistance	Non-Housing Community Development	CDBG: \$	Businesses assisted	Businesses Assisted	0	130		0	50	

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: \$	Public service activities other than Low/Moderate Income Housing Benefit	Persons Assisted	45000	69290	153.98%	7928	26959	340.05%
Provide Community Support Services	Homeless Non-Homeless Special Needs	CDBG: \$	Homeless Person Overnight Shelter	Persons Assisted	0	0		0	0	
Provide Community Support Services	Homeless Non-Homeless Special Needs	CDBG: \$	Homelessness Prevention	Persons Assisted	0	71		0	13	

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 FY23 Action Plans. Below is a summary of major activities accomplished in FY23, which also includes CDBG-CV funds used to prepare, prevent and respond to COVID-19.

Overall, we made considerable progress toward meeting the priorities and objectives of our 5-year Consolidated and FY23 Action Plans. Below is

a summary of major activities accomplished in FY23, which also includes CDBG-CV funds used to prepare, prevent and respond to COVID-19.

- 2 housing units were renovated through the Housing Rehabilitation Loan Program.
- 1 household was provided a downpayment assistance loan to purchase their first home in Salem
- 33 persons received emergency rental assistance through HOME and CDBG-CV funds. An additional 63 persons received rental assistance from CDBG.
- 38 open CDBG and CV social service contracts assisted at least 26,959 persons, including at least 843 youth and at least 276 seniors
- A portable shower trailer was installed for homeless persons served by Lifebridge.
- Lead abatement of the Mack Park caretakers house was completed.
- Point Vision Update Plan completed
- 16 FTE jobs were documented through the Salem Main Streets Program and the NSCDC Small Business Engagement Program.
- Salem Main Streets Program highlights: Provided technical assistance to 3 new, 28 existing and 5 prospective businesses, with the total including 24 micro-enterprise businesses, as well as 1 relocating businesses and 1 expanding business. Four quarterly meetings were held in which 44 businesses participated.
- NSCDC Small Business Engagement Program highlights: technical assistance was provided to 5 new, 14 existing, and 1 prospective businesses, with the total including 15 micro-enterprise businesses, as well as 4 expanding and 4 relocating businesses. 2 group technical assistance sessions were provided for 13 businesses and five events and programs in which 194 businesses participated.
- 237 households received housing stability assistance including counseling renters on rental arrearages and filing RAFT rental and utility assistance applications, counseled landlords on AMP, energy program and mortgage resources; counseled renters on affordable housing eligibility, updating CHAMP applications, Section 8 MRVP, and local lotteries. Legal was offered to households to assist in preparing for administrative hearings, mediation at Housing Court, Board of Health inspections, negotiating payment plans with owners and requesting reasonable accommodations for renters with a disability.
- 2,538 residents in need of food due to COVID-19 received nutritious foods.
- 409 youth were assisted with mental health services in response to COVID-19.
- 515 Salem Housing Authority residents received free WiFi.

CR-10 - Racial and Ethnic composition of families assisted

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

91.520(a)

	CDBG
White	2,787
Black or African American	520
Asian	141
American Indian or American Native	36
Native Hawaiian or Other Pacific Islander	20
Total	3,504
Hispanic	766
Not Hispanic	2,738

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, it includes CDBG and CDBG-CV data.

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	1,181,224	906,300

Table 3 - Resources Made Available

Narrative

The full CDBG-CV grant was awarded in program year 2019, thus \$0 in CDBG-CV resources were made available in program year 2022. \$418,553.95 in carried over CDBG-CV funding was expended during program year 2022.

CDBG funds available was \$1,056,224 in FY23 (HUD 2022) entitlement funds (not including carried over funds, nor program income). The actual amount of CDBG funds spent in FY23 was \$906,299.62 including prior year carried over funds.

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 FY23 was \$889,527.04

CPA funds – in FY23, the total of amount of surcharge funds collected was \$826,943.97, and including the State match funds received of \$301,048 totals \$1,127,991.97 not including uncollected surcharge write-offs or penalties/interest.

HOME funds - the actual amount spent in FY23 was \$171,345.52

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	50	76	Comprehensive
Downtown	6	9	Slum & Blight Area
LMI Areas	44	15	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 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.

*Note: There is new 2016-2020 ACS data as of March, 2022. However, the CPD-19-02: Low- and Moderate-income Summary Data Updates is still the most recent notice provided on the HUD exchange, which still uses the effective date of April 1, 2019.

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 FY23 that we were able to document.

- The First Time Homebuyer participant leveraged \$331,670.46 from lending institutions for mortgages.
- The Salem Main Streets Program leveraged \$184,080 from state/local funds, private funds and event fees to cover costs.
- The NSCDC Small Business Engagement Program leveraged \$200,000 from private funds.
- A small business loan participant leveraged \$235,000.
- Planning and administration funds leveraged \$810,465.23 in city funds for salary and benefit costs for all DPCD staff.
- The Old Town Hall pre-development project received \$169,586.00
- The Point Vision Plan Update planning and administration project received \$50,000.
- 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 \$1,572,870.44 in other federal, state, private or other funds.
- Public services funded with CDBG-CV funds leveraged \$829,044.66 in federal, state/local and private funds and donations.

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

- Gallows Hill Park is leveraging \$1,523,471 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 \$744,459 in Capital Improvement Plan (CIP) funds.
- The portable Lifebridge shower leveraged \$23,815 in private 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.

	One-Year Goal	Actual
Number of Homeless households to be provided affordable housing units	0	0
Number of Non-Homeless households to be provided affordable housing units	1	3
Number of Special-Needs households to be provided affordable housing units	0	0
Total	1	3

Table 5 – Number of Households

	One-Year Goal	Actual
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	1	2
Number of households supported through Acquisition of Existing Units	1	1
Total	2	3

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 0 under the Rehab of Existing Units and goal of 1 under Acquisition of Existing Units), in FY23 we assisted 3 units/household (2 under the Housing Rehabilitation Program and 1 under the First Time Homebuyer Program).

Emergency rental assistance was provided to 28 families through the use of HOME funds and CDBG-CV, but the HOME funds will be reported through the North Shore HOME Consortium's CAPER and the

CDBG-CV funds are not included in Table 6. Of the 28 families, 13 received Emergency Rental Assistance due to the COVID-19 pandemic - HOME funds assisted 4 households (to be report though the HOME Consortium) and CDBG-CV funds assisted 9 households (not included in Table 6). Tenant Based Rental Assistance Program assisted 3 high risk homeless individuals through a housing first model and Rental Downpayment Assistance Program assisted 12 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.

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.

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

Number of Households Served	CDBG Actual	HOME Actual
Extremely Low-income	0	0
Low-income	2	0
Moderate-income	1	0
Total	3	0

Table 7 – Number of Households Served

Narrative Information

These numbers reflect the 2 households (not persons) assisted by the Housing Rehabilitation Program and 1 households served by the First Time Homebuyer Program. Of the households served, two are low income and one is moderate income. These show that Salem's housing programs serve predominantly (66%) those with low 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 FY23, the City of Salem spent \$171,345.52 in HOME funds. \$125,694 in HOME funds were used to fund up 29 affordable units at the North Shore CDC Lighthouses and New Point projects. \$9,836.52 in

HOME funds were used to fund Tenant Based Rental Assistance Programs which targeted high risk homeless individuals, through a housing first model. In addition, \$25,057 was spent through the Rental Downpayment Assistance Program to assist 12 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. An additional \$5,008 in HOME funds was spent for Emergency Rental Assistance during COVID-19 and \$5,705 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, Neighborhood Stability Coordinator, 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 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.

In January of 2023 the city hired a Neighborhood Stability Coordinator. This is a new position created to enhance coordination between the public and assisted housing providers and government services by building partnerships with housing, utility, homeless, and related service organizations. The coordinator is a point of contact for Salem residents to connect them with housing providers and other related social service agencies.

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. The supportive services offered by Lifebridge include transitional housing, permanent housing, case management services that directly connect clients who need access to mental health care and substance abuse treatment, community meals program and various support groups and collaborations. 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. Lifebridge offers 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 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 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 COVID-19 screening, wound care, blood pressure monitoring, nutrition and general health education. 209 persons received health assessments including triage/referrals and basic first aid as well as client advocacy and support. Also funded with CDBG, HAWC provided therapeutic intervention support for 63 persons with weekly family meetings at HAWC's emergency shelter. The weekly meetings fostered positive parent and child attunement and interaction through play and art as well as weekly family goals and progress meetings. The weekly meetings focused on case management including housing and financial stabilization. The Disability Resource Center offered a housing assistance program funded by CDBG that supported 23 clients with housing services including assisting with 13 affordable housing application (through the state's CHAMP process), assist with seven section 8 application. Three Salem residents and four homeless individuals were supported in gaining housing. 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 FY23, 3 individuals were assisted and remained housed.

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 (83 persons assisted with CDBG and CDBG-CV in FY23) and provides HOME funding to NSCAP to assist households with first/last/security payments for affordable rental housing (12 households assisted in FY23). CDBG-CV funds supported a housing stability service that assisted 172 households, including emergency eviction assistance for 81 households in FY23.

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, 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 FY23, NSCAP assisted 12 families with rental downpayment assistance. NSCAP also used Salem's HOME funds to target chronically homeless for a Housing First model, which provided housing with supportive services to 3 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 FY23, through agreements with Catholic Charities, Salvation Army and NSCAP, 34 persons 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, 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 Root, Citizens Inn's Haven From Hunger, NSCDC, North Shore Moving Market, Open Door Immigration, and Salem YMCA (child care). Funding was also provided to the Disability Resource Center to provide housing assistance to persons with disabilities.

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 (100%) and PHAS (92) 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 \$100,000 from HUD. The following multi-year modernization projects are either currently underway or in the planning stage:

- \$2,060,421 Electrical upgrades at Pioneer Terrace
- \$560,422 Gateway Cities – walkways, landscaping, play structures at Rainbow Terrace
- \$654,822 Creative Placemaking at Pioneer Terrace
- \$221,302 Waterproofing and brick repointing at Phillips House
- \$831,190 Site work and concrete stair repair at Colonial Terrace and Pioneer Terrace
- \$207,000 Unit turnover work at various elderly housing developments
- \$174,712 Sustainability study Oil to Natural Gas or Electric at 117 Congress St. and 33 Park St./26 Prince St.
- \$51,900 Flood Elevation surveys at 117 Congress, Leefort Terrace, Pioneer Terrace, and Morency Manor
- \$284,224 HILAPP Exterior Upgrades Water Infiltration at 27 Charter St.
- \$2,100,000.00 – Boiler and HW Tank Replacement - LEAN Award through National Grid at

Rainbow Terrace

- \$194,667 ADA bath upgrades at Phillips House
- \$145,200 ADA bath upgrade at Morency Manor
- \$30,000 Common area painting at various locations
- \$225,000 Feasibility Study of Leefort Terrace redevelopment
- \$105,250 Roof replacement at Dalton Building
- \$177,213 Storm door replacement at Garden Terrace
- \$193,000 Selective siding replacement at Farrell Court
- \$3,524,884 Replacement of fire alarm system upgrade at various locations
- \$676,047 Ventilation upgrade at Pioneer Terrace
- \$743,803 Window replacement at 27 Charter St.
- \$33,275 Community room heater replacement at 27 Charter St.
- \$351,657 Elevator repairs at 27 Charter St., Morency Manor, Ruane Building, and Dalton Building
- \$899,318 Kitchen and bathroom upgrades at Bertram Terrace

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 five active tenants' associations in the SHA state housing portfolio including: Charter Street tenant association, Morency tenant association, Leefort Terrace tenant association, Pioneer Terrace tenant association, and Rainbow Terrace tenants 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. Property Managers have been assigned to all housing developments and meet with residents in person weekly, and staff also meets with the associations virtually monthly. 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). Like other communities, Salem is not in control of all of these factors, but continues to work on various efforts.

In FY23 the Salem City Council and the Executive Office of Housing and Liveable Communities (EOHLC) approved the city's Housing Production Plan. The Housing Production Plan is a planning tool with an analysis of development factors and constraints and recommendations for policies, programs and initiatives related to local housing needs, zoning strategies, potential development or redevelopment sites, and regional collaborations. In FY23 Affordable Housing Trust Fund Board implementing several the strategies of the Housing Production Plan including adopting and amendment to the disposition of public land ordinance that requires affordable housing to be prioritized when the city disposes of public land. The Trust is also working on a condominium conversion ordinance to provide protection for tenants facing displacement.

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:

- The city allows these accessory dwelling units (ADU) to be created by right and limits that allowable rent to 70% of the fair market rents. In 2023, the City amended its ADU ordinance to allow detached units to enable more opportunities for these small naturally occurring affordable units.
- In FY23 the city collaborated the the property owners of Shetland park, one the city's largest privately owner commercial properties, on a Framework Plan for future investments. Through the process the developer has committed to conducting an anti-displacement study, publicly accessible open water access and to continue engagement in a community benefits agreement. Through the process community members expressed the importance of maintaining existing businesses while creating job training and employment opportunities and providing opportunities for affordable housing.
- The Planning Board has continued to implement its housing policy that requires developers to create units affordable to households at or below 60% of the area median income as part of

market rate development.

- 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.

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 FY23 the city continued to fund a Housing Stability Program with a hotline and with regular drop-in hours at Espacio in the Point Neighborhood and at the Community Life Center to address underserved needs by offering free housing information and resources.
- The city provides financial support to rental assistance programs managed by the Salem Housing Authority, Salvation Army, Catholic Charities and the North Shore Community Action Programs to maintain Salem households that are at risk of displacement.
- 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.
- In FY23, the City Council and the EOHLIC approved a Housing Production Plan.

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, citizenship classes, Elder Home Health Care, Fuel Assistance, Energy Weatherization Assistance, short term subsidies, rental assistance, 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 over 20 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) 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, homework help and teacher home visits. 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 the NSCDC.

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.

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 Deputy 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 Deputy Director coordinate 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 – FY23 examples:

- Federal lead regulations with a focus on Lead Safe Housing Rule (LSHR) activities during rehabilitation of housing built before 1978. – HUD, COSCDA & NCDA Webinar – 11/7/22
- Davis-Bacon and Labor Standards Requirements in HUD CPD Programs HUD and NCDA webinar 11/14/22
- Historic Preservation Training - HUD Regions 1 & 4 webinar 3/16/23
- Floodplain Management Training - Region webinar 3/28/23
- Wetlands Protection Training – Region 4 webinar 3/30/23
- Build Beyond Zero: New Ideas for Carbon-Smart Architecture-Maryland Department of Planning 6/21/22
- Equity Forum: Upending Cultural Displacement-Smart Growth America 7/13/22
- Measuring and Managing the Curb- Boston Region Metropolitan Planning Organization 7/20/23
- How Zoning Broke the American City and How to Fix it-Maryland Department of Planning 9/15/22
- Equity in Clean Energy Webinar: Equitable Community Engagement-MAPC 4/25/23
- Leveraging GIS In Zoning To Address Housing Diversity, Density, and Development-Houseal Lavigne 6/22/23
- Small-Scale, All-Affordable Housing Developments: Challenges and Opportunities – CPTC - 3/18/23
- Offshore Wind 101 for Business – Business Network for Offshore Wind – 2/2/23
- Land, Economy, Opportunity: Industrial Land Supply and Demand in Greater Boston – MAPC – 2/16/23
- Leading Green Growth – Harvard Kennedy School Executive Education – 4/5/23
- Federal Economic Development Funding Opportunities – MAPC – 5/24/23

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.

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:

- In FY22 the city established a Housing Stability service to provide free housing information and resources to landlords and tenants, through a hotline, website and drop-in hours with attorneys from Essex County Bar Association.
- In FY23 the city hired a Neighborhood Stability Coordinator. This is a new position enhances coordination between the public and assisted housing providers and government services by building partnerships with housing, utility, homeless, and related service organizations. The coordinator is a point of contact for Salem residents to connect them with impediments to fair housing.
- 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 FY23, they held 12 virtual Housing Options workshops.
- 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.
- 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.
- 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 Deputy Director of Planning and Community Development encourages timely submission of reimbursement requests by subrecipients and reviews timeliness status regularly 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, person 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, the SATV Bulletin Board, 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.

The FY23 CAPER's 15 day comment period was from August 25, 2023 through September 11, 2023. No public comments were 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 FY23 Action Plan.

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

No

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

CR-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 FY23 Action Plan.

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

No

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

CR-58 – Section 3

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

Total Labor Hours	CDBG	HOME	ESG	HOPWA	HTF
Total Number of Activities	0	0	0	0	0
Total Labor Hours					
Total Section 3 Worker Hours					
Total Targeted Section 3 Worker Hours					

Table 8 – Total Labor Hours

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

Other.					
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Table 9 – Qualitative Efforts - Number of Activities by Program

Narrative

There were no activities in FY 22/23 subject to the new Section 3 Rule. Nevertheless, the city has commenced several qualitative efforts. In May of 2023 the City of Salem is one of five cities to sign the CommonWealth development compact which extending DEI criteria into the realm of private development. The compact is working in partnership with the Builders of Color Association, Boston Society of Architects, Eastern Bank Foundation and the Civic Action Project. As a member of the compact, the City of Salem has pledged to ask private developers to submit diversity plans in land-use reviews of projects and the City will weigh the diversity of bidding teams for 25 percent of the scoring when divesting city-owned sites. The goal is to foster opportunities for Minority Business Enterprise/Women Business Enterprise programs in real estate development.

In addition, 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 including 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 and the North Shore Career Center which offers free training programs and networking opportunities. The City also continues to update and distribute the North Shore Diversity Catalog, a regional vendor registry for minority- and women-owned businesses (MWBE) in order to improve equity and diversity in municipal contracts and bids, and also provide residents and other businesses with a single, comprehensive catalog of such businesses.

Attachment

PR-26 Financial Summary Report

	Office of Community Planning and Development	DATE:	08-24-23
	U.S. Department of Housing and Urban Development	TIME:	12:59
	Integrated Disbursement and Information System	PAGE:	1
	PR26 - CDBG Financial Summary Report		

Program Year 2022
SALEM , MA

PART I: SUMMARY OF CDBG RESOURCES

01 UNEXPENDED CDBG FUNDS AT END OF PREVIOUS PROGRAM YEAR	1,266,847.64
02 ENTITLEMENT GRANT	1,056,224.00
03 SURPLUS URBAN RENEWAL	0.00
04 SECTION 108 GUARANTEED LOAN FUNDS	0.00
05 CURRENT YEAR PROGRAM INCOME	145,674.91
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	0.00
08 TOTAL AVAILABLE (SUM, LINES 01-07)	2,468,746.55

PART II: SUMMARY OF CDBG EXPENDITURES

09 DISBURSEMENTS OTHER THAN SECTION 108 REPAYMENTS AND PLANNING/ADMINISTRATION	767,843.07
10 ADJUSTMENT TO COMPUTE TOTAL AMOUNT SUBJECT TO LOW/MOD BENEFIT	0.00
11 AMOUNT SUBJECT TO LOW/MOD BENEFIT (LINE 09 + LINE 10)	767,843.07
12 DISBURSED IN IDIS FOR PLANNING/ADMINISTRATION	106,746.23
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)	954,589.30
16 UNEXPENDED BALANCE (LINE 08 - LINE 15)	1,514,157.25

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	685,081.99
20 ADJUSTMENT TO COMPUTE TOTAL LOW/MOD CREDIT	0.00
21 TOTAL LOW/MOD CREDIT (SUM, LINES 17-20)	685,081.99
22 PERCENT LOW/MOD CREDIT (LINE 21/LINE 11)	89.22%

LOW/MOD BENEFIT FOR MULTI-YEAR CERTIFICATIONS

23 PROGRAM YEARS(PY) COVERED IN CERTIFICATION	PY: PY:
24 CUMULATIVE NET EXPENDITURES SUBJECT TO LOW/MOD BENEFIT CALCULATION	0.00
25 CUMULATIVE EXPENDITURES BENEFITING 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	130,606.16
28 PS UNLIQUIDATED OBLIGATIONS AT END OF CURRENT PROGRAM YEAR	91,307.90
29 PS UNLIQUIDATED OBLIGATIONS AT END OF PREVIOUS PROGRAM YEAR	67,631.06
30 ADJUSTMENT TO COMPUTE TOTAL PS OBLIGATIONS	0.00
31 TOTAL PS OBLIGATIONS (LINE 27 + LINE 28 - LINE 29 + LINE 30)	162,283.00
32 ENTITLEMENT GRANT	1,056,224.00
33 PRIOR YEAR PROGRAM INCOME	126,964.24
34 ADJUSTMENT TO COMPUTE TOTAL SUBJECT TO PS CAP	0.00
35 TOTAL SUBJECT TO PS CAP (SUM, LINES 32-34)	1,183,188.24
36 PERCENT FUNDS OBLIGATED FOR PS ACTIVITIES (LINE 31/LINE 35)	13.72%

PART V: PLANNING AND ADMINISTRATION (PA) CAP

37 DISBURSED IN IDIS FOR PLANNING/ADMINISTRATION	106,746.23
38 PA UNLIQUIDATED OBLIGATIONS AT END OF CURRENT PROGRAM YEAR	15,000.00
39 PA UNLIQUIDATED OBLIGATIONS AT END OF PREVIOUS PROGRAM YEAR	10,000.00
40 ADJUSTMENT TO COMPUTE TOTAL PA OBLIGATIONS	0.00
41 TOTAL PA OBLIGATIONS (LINE 37 + LINE 38 - LINE 39 +LINE 40)	191,746.23
42 ENTITLEMENT GRANT	1,056,224.00
43 CURRENT YEAR PROGRAM INCOME	145,674.91
44 ADJUSTMENT TO COMPUTE TOTAL SUBJECT TO PA CAP	0.00
45 TOTAL SUBJECT TO PA CAP (SUM, LINES 42-44)	1,201,898.91
46 PERCENT FUNDS OBLIGATED FOR PA ACTIVITIES (LINE 41/LINE 45)	15.95%

PR26 - CDBG Activity Summary by Selected Grant

PR26 - Activity Summary by Selected Grant

Date Generated: 06/24/2023

Grantee: SALEM

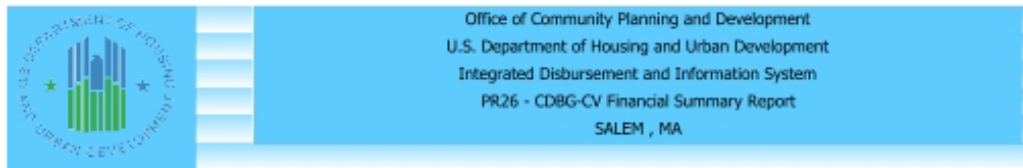
Grant Year: 2022

Formula and Competitive Grants only

Total Grant Amount for CDBG 2022 Grant year = \$1,056,224.00														
State	Grantee Name	Grant Year	Grant Number	Activity Group	Matrix Code	National Objective	IDIS Activity	Activity to prevent, prepare for, and respond to Coronavirus	Activity Status	Amount Funded From Selected Grant	Amount Drawn From Selected Grant	% of CDBG Drawn From Selected Grant/Grant	Total CDBG Funded Amount (All Years All Sources)	Total CDBG Drawn Amount (All Years All Sources)
MA	SALEM	2022	B22MC250029	Administrative And Planning	20		1926	No	Open	\$15,000.00	\$0.00		\$15,000.00	
MA	SALEM	2022	B22MC250029	Administrative And Planning	21A		1896	No	Completed	\$7,847.18	\$7,847.18		\$10,441.85	\$10,441.85
MA	SALEM	2022	B22MC250029	Administrative And Planning	21A		1897	No	Completed	\$69,607.10	\$69,607.10		\$119,185.93	\$119,185.93
MA	SALEM	2022	B22MC250029	Administrative And Planning	21A		1898	No	Completed	\$43,434.76	\$43,434.76		\$47,118.45	\$47,118.45
Total Administrative And Planning										\$135,889.04	\$120,889.04	11.45%	\$191,746.23	\$176,746.23
MA	SALEM	2022	B22MC250029	Economic Development	18B	LMJ	1899	No	Completed	\$50,626.15	\$50,626.15		\$69,563.51	\$69,563.51
MA	SALEM	2022	B22MC250029	Economic Development	18B	LMJ	1905	No	Completed	\$31,622.41	\$31,622.41		\$45,000.00	\$45,000.00
MA	SALEM	2022	B22MC250029	Economic Development	18B	LMJ	1906	No	Completed	\$45,000.00	\$45,000.00		\$45,000.00	\$45,000.00
Total Economic Development										\$127,248.56	\$127,248.56	12.05%	\$159,563.51	\$159,563.51
MA	SALEM	2022	B22MC250029	Housing	13B	LMH	1934	No	Completed	\$7,885.33	\$7,885.33		\$8,254.63	\$8,254.63
MA	SALEM	2022	B22MC250029	Housing	14A	LMH	1728	No	Completed	\$327.83	\$327.83		\$105,678.23	\$105,678.23
MA	SALEM	2022	B22MC250029	Housing	14A	LMH	1900	No	Completed	\$4,683.47	\$4,683.47		\$18,415.20	\$18,415.20
MA	SALEM	2022	B22MC250029	Housing	14A	LMH	1938	No	Open	\$4,958.31	\$4,943.31		\$64,928.31	\$64,913.31
MA	SALEM	2022	B22MC250029	Housing	14H	LMH	1901	No	Completed	\$20,887.38	\$20,887.38		\$24,442.35	\$24,442.35
Total Housing										\$38,542.32	\$38,527.32	3.65%	\$221,718.72	\$221,703.72
MA	SALEM	2022	B22MC250029	Public Improvements	03E	LMA	1858	No	Completed	\$2,000.16	\$2,000.16		\$32,000.16	\$32,000.16
MA	SALEM	2022	B22MC250029	Public Improvements	03E	LMA	1937	No	Open	\$68,000.00	\$0.00		\$68,000.00	
MA	SALEM	2022	B22MC250029	Public Improvements	03E	SBA	1936	Yes	Open	\$5,895.29	\$5,895.29		\$66,548.75	\$66,548.75
MA	SALEM	2022	B22MC250029	Public Improvements	03F	LMA	1717	No	Open	\$1,310.52	\$74.38		\$634,188.43	\$447,362.97
MA	SALEM	2022	B22MC250029	Public Improvements	03F	LMA	1924	No	Open	\$51,367.47	\$13,567.47		\$51,367.47	\$13,567.47
MA	SALEM	2022	B22MC250029	Public Improvements	03F	SBR	1893	No	Open	\$22,709.81	\$0.00		\$97,500.00	
MA	SALEM	2022	B22MC250029	Public Improvements	03K	SBA	1820	No	Open	\$3,858.73	\$1,265.74		\$45,278.87	\$42,685.88
MA	SALEM	2022	B22MC250029	Public Improvements	03N	LMA	1902	No	Open	\$25,000.00	\$17,350.00		\$25,000.00	\$17,350.00
MA	SALEM	2022	B22MC250029	Public Improvements	03O	LMA	1925	No	Open	\$152,152.00	\$0.00		\$152,152.00	
MA	SALEM	2022	B22MC250029	Public Improvements	03Z	LMA	1927	No	Completed	\$44,912.74	\$44,912.74		\$59,912.74	\$59,912.74

Total Public Improvements										\$377,206.72	\$85,065.78	8.05%	\$1,231,948.42	\$679,427.97
MA	SALEM	2022	B22MC250029	Public Services	05A	LMC	1908	No	Open	\$1,000.00	\$881.21		\$1,000.00	\$881.21
MA	SALEM	2022	B22MC250029	Public Services	05A	LMC	1909	No	Open	\$1,200.00	\$1,075.00		\$1,200.00	\$1,075.00
MA	SALEM	2022	B22MC250029	Public Services	05A	LMC	1911	No	Open	\$15,184.54	\$6,650.10		\$17,000.00	\$8,465.56
MA	SALEM	2022	B22MC250029	Public Services	05B	LMC	1919	No	Completed	\$4,800.00	\$4,800.00		\$4,800.00	\$4,800.00
MA	SALEM	2022	B22MC250029	Public Services	05D	LMC	1910	No	Open	\$3,700.00	\$700.00		\$3,700.00	\$700.00
MA	SALEM	2022	B22MC250029	Public Services	05D	LMC	1920	No	Completed	\$5,734.74	\$5,734.74		\$9,900.00	\$9,900.00
MA	SALEM	2022	B22MC250029	Public Services	05E	LMC	1903	No	Open	\$5,203.16	\$1,403.16		\$8,900.00	\$5,100.00
MA	SALEM	2022	B22MC250029	Public Services	05G	LMC	1917	No	Completed	\$9,900.00	\$9,900.00		\$9,900.00	\$9,900.00
MA	SALEM	2022	B22MC250029	Public Services	05H	LMC	1922	No	Cancel	\$0.00	\$0.00		\$0.00	
MA	SALEM	2022	B22MC250029	Public Services	05I	LMA	1914	No	Open	\$20,000.00	\$8,977.16		\$20,000.00	\$8,977.16
MA	SALEM	2022	B22MC250029	Public Services	05I	LMA	1918	No	Open	\$10,000.00	\$1,009.09		\$10,000.00	\$1,009.09
MA	SALEM	2022	B22MC250029	Public Services	05L	LMC	1907	No	Completed	\$9,900.00	\$9,900.00		\$9,900.00	\$9,900.00
MA	SALEM	2022	B22MC250029	Public Services	05M	LMC	1916	No	Completed	\$9,900.00	\$9,900.00		\$9,900.00	\$9,900.00
MA	SALEM	2022	B22MC250029	Public Services	05Q	LMC	1912	No	Open	\$9,900.00	\$7,457.75		\$9,900.00	\$7,457.75
MA	SALEM	2022	B22MC250029	Public Services	05Q	LMC	1915	No	Completed	\$9,900.00	\$9,900.00		\$9,900.00	\$9,900.00
MA	SALEM	2022	B22MC250029	Public Services	05W	LMC	1921	No	Completed	\$4,500.00	\$4,500.00		\$4,500.00	\$4,500.00
MA	SALEM	2022	B22MC250029	Public Services	05Z	LMC	1904	No	Open	\$9,900.00	\$5,623.20		\$9,900.00	\$5,623.20
Non CARES Related Public Services										\$130,722.44	\$89,011.41	8.43%	\$140,400.00	\$98,688.97
Total 2022 - CDBG										\$809,609.08	\$460,742.11	43.62%	\$1,945,376.88	\$1,336,130.40
Total 2022										\$809,609.08	\$460,742.11	43.62%	\$1,945,376.88	\$1,336,130.40
Grand Total										\$809,609.08	\$460,742.11	43.62%	\$1,945,376.88	\$1,336,130.40

CDBG-CV Financial Summary Report



PART I: SUMMARY OF CDBG-CV RESOURCES

- 01 CDBG-CV GRANT
- 02 FUNDS RETURNED TO THE LINE-OF-CREDIT
- 03 FUNDS RETURNED TO THE LOCAL CDBG ACCOUNT
- 04 TOTAL CDBG-CV FUNDS AWARDED

PART II: SUMMARY OF CDBG-CV EXPENDITURES

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

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

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

PART IV: PUBLIC SERVICE (PS) CALCULATIONS

- 16 DISBURSED IN IDIS FOR PUBLIC SERVICES
- 17 CDBG-CV GRANT
- 18 PERCENT OF FUNDS DISBURSED FOR PS ACTIVITIES (LINE 16/LINE 17)

PART V: PLANNING AND ADMINISTRATION (PA) CAP

- 19 DISBURSED IN IDIS FOR PLANNING/ADMINISTRATION
- 20 CDBG-CV GRANT
- 21 PERCENT OF FUNDS DISBURSED FOR PA ACTIVITIES (LINE 19/LINE 20)

LINE 10 DETAIL: ACTIVITIES TO CONSIDER IN DETERMINING THE AMOUNT TO ENTER ON LINE 10

No data returned for this view. This might be because the applied filter excludes all data.

LINE 11 DETAIL: ACTIVITIES TO CONSIDER IN DETERMINING THE AMOUNT TO ENTER ON LINE 11

No data returned for this view. This might be because the applied filter excludes all data.

Low to Moderate Income Areas

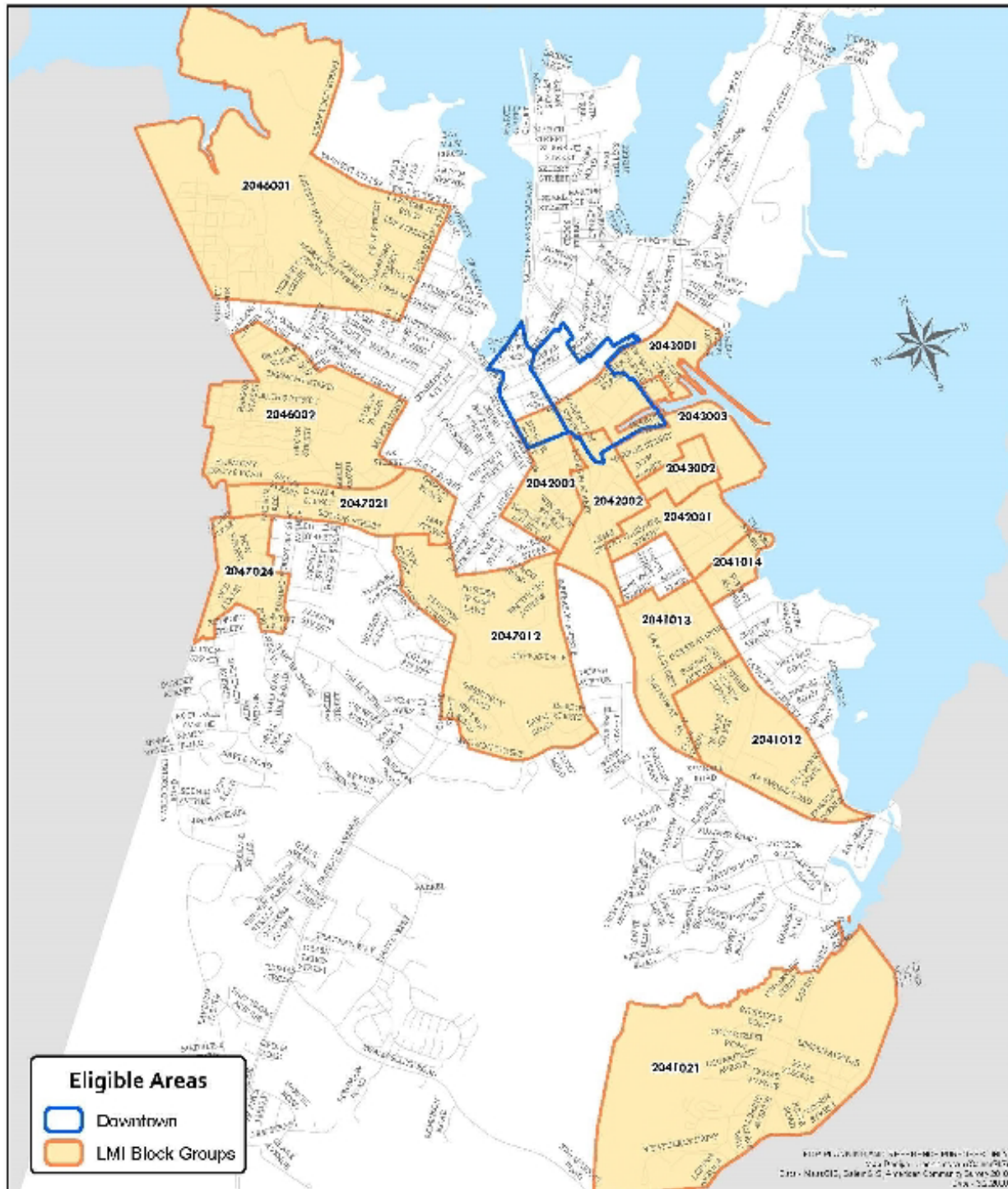


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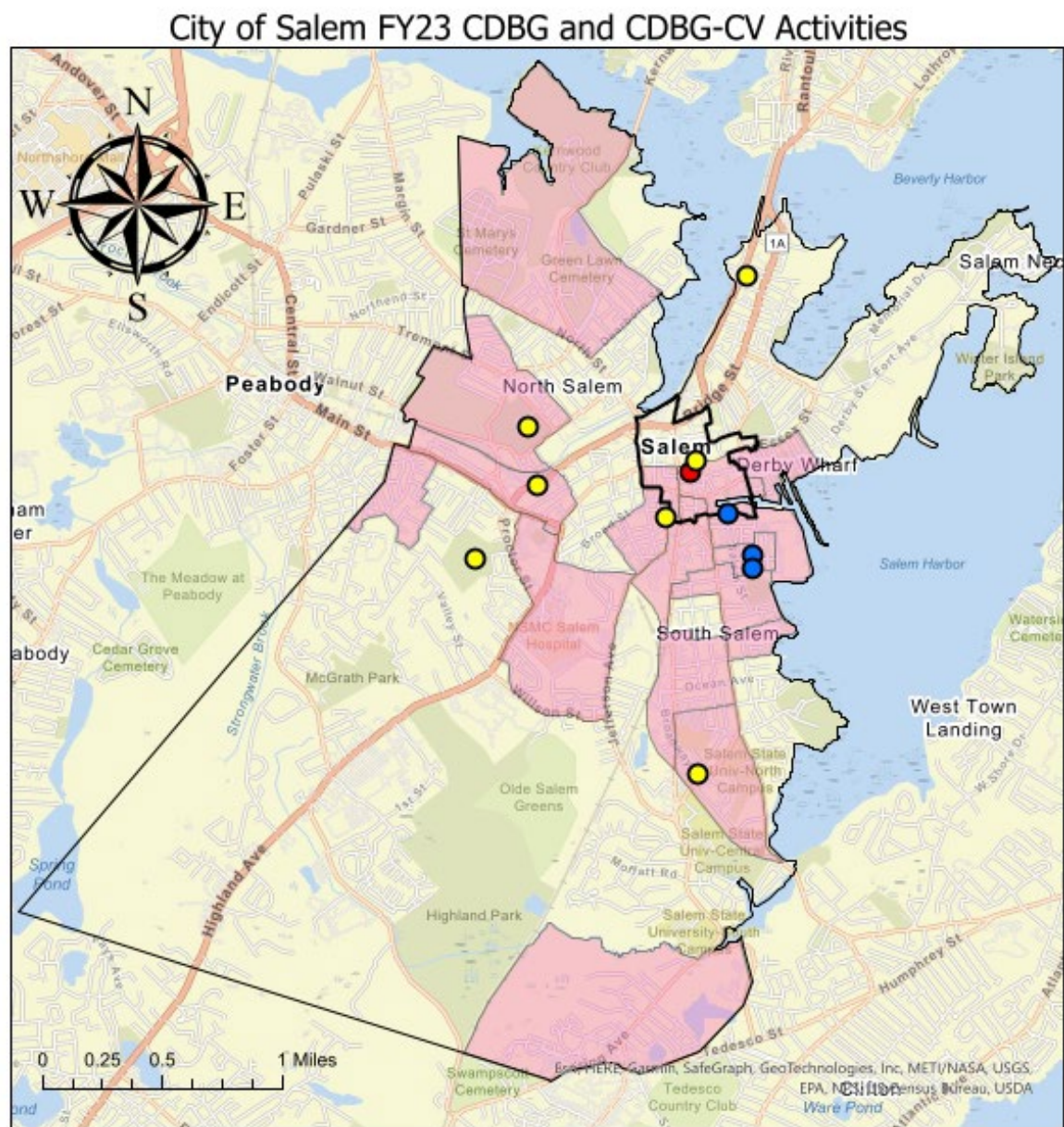
Low to Moderate Income Areas

Effective April 1, 2019

1 inch equals 2,100 feet



Geographic Distribution of Entitlement Funds FY23



Geographic Distribution of Entitlement Expenditures in FY23

- CDBG-CV
- Housing
- Neighborhood Improvements
- Urban Renewal Area
- Low-Moderate Income Area