

# CITY OF SALEM

## ONE-YEAR ACTION PLAN



JULY 18, 2005

Stanley J. Usovicz, Jr.  
Mayor

Lynn Goonin Duncan, AICP  
Director of Planning & Community Development

Jane A. Guy  
Assistant Community Development Director

Prepared by:  
**COMMUNITY OPPORTUNITIES GROUP, INC.**  
129 Kingston Street, Third Floor  
Boston, MA 02111

# TABLE OF CONTENTS

<b>I.</b>	<b>INTRODUCTION .....</b>	<b>I-1</b>
I.A.	THE ACTION PLAN FOR COMMUNITY DEVELOPMENT .....	I-1
I.B.	DEVELOPING THE ACTION PLAN: IDENTIFYING PRIORITY NEEDS .....	I-2
I.C.	RESOURCES FOR FISCAL YEAR 2006 .....	I-2
<b>II.</b>	<b>PROGRAM DESCRIPTIONS OF THE PROPOSED HOUSING &amp; COMMUNITY DEVELOPMENT ACTIVITIES .....</b>	<b>II-1</b>
II.A.	AFFORDABLE HOUSING .....	II-2
II.A-1.	<i>Specific Housing Objectives</i> .....	II-2
II.A-2.	<i>Needs of Public Housing</i> .....	II-6
II.A-3.	<i>Barriers to Affordable Housing</i> .....	II-6
II.A-4.	<i>Homelessness and Homelessness Prevention</i> .....	II-6
II.A-5.	<i>Fiscal Year 2006 Affordable Housing Activities</i> .....	II-8
II.B.	ECONOMIC DEVELOPMENT .....	II-11
II.B-1.	<i>Strategies for Economic Development</i> .....	II-11
II.B-2.	<i>Fiscal Year 2006 Economic Development Activities</i> .....	II-14
II.C.	NEIGHBORHOOD IMPROVEMENT .....	II-16
II.C-1.	<i>Strategies for Infrastructure and Public Facilities</i> .....	II-16
II.C-2.	<i>Fiscal Year 2006 Neighborhood Improvement Activities</i> .....	II-17
II.D.	SOCIAL SERVICES .....	II-19
II.D-1.	<i>Strategies for Social Service Needs</i> .....	II-19
II.D-2.	<i>Fiscal Year 2006 Social Services Activities</i> .....	II-20
II.E.	PLANNING & ADMINISTRATION .....	II-21
II.E-1.	<i>Fiscal Year 2006 Planning &amp; Administration Activities</i> .....	II-21
II.F.	FISCAL YEAR 2005 ACTION PLAN AMENDMENTS AND/OR ONGOING PROJECTS .....	II-22
<b>III.</b>	<b>HUD REQUIRED NARRATIVES .....</b>	<b>III-1</b>
III.A.	GEOGRAPHIC DISTRIBUTION OF FUNDS .....	III-1
III.B.	MANAGING THE PROCESS AND INSTITUTIONAL STRUCTURE .....	III-1
III.C.	COORDINATION WITH OTHER ORGANIZATIONS .....	III-2
III.D.	CONSOLIDATED PLAN AND ACTION PLAN DEVELOPMENT PROCESS .....	III-3
III.E.	CITIZEN PARTICIPATION .....	III-3
III.F.	AFFIRMATIVELY FURTHERING FAIR HOUSING .....	III-3
III.G.	MONITORING .....	III-4
III.H.	LONG TERM COMPLIANCE AND PERFORMANCE MEASUREMENTS .....	III-4
III.I.	LEAD-BASED PAINT HAZARDS .....	III-5
III.J.	ANTI-POVERTY STRATEGY .....	III-6
<b>IV.</b>	<b>APPENDIX .....</b>	<b>IV-1</b>
IV.A.	APPLICATION: STANDARD FORM 424 & CERTIFICATIONS .....	IV-2
IV.B.	OVERVIEW OF CITIZENS PARTICIPATION & CONSULTATION .....	IV-3
IV.C.	MAPS .....	IV-18
IV.D.	CPMP NEEDS TABLES .....	IV-19

## I. INTRODUCTION

One of the most successful community development strategies in America is the Community Development Block Grant (CDBG) program from the US Department of Housing and Urban Development (HUD). Created in 1974, the CDBG program provides communities with a flexible source of funds to be used to benefit low- and moderate-income persons or to prevent or eliminate slums and blight.

### HUD Mission Statement

The CDBG Program provides annual grants to entitled cities and counties to develop viable urban communities by providing:

- Decent, Safe and Sanitary Housing
- Suitable Living Environment
- Expanded Economic Opportunities

### Goals of HUD's CDBG Program

HUD provides CDBG funds to entitlement community grantees to carry out a wide range of community development activities. These activities are directed toward:

- Revitalizing Neighborhoods
- Economic Development
- Providing improved community facilities and services

All activities that are carried out with CDBG funds must meet HUD's national goals and objectives. The specific community and economic development, housing and social service activities that are to be supported by the CDBG program are determined annually in the city's Action Plan.

## I.A. The Action Plan for Community Development

This Action Plan for Community Development for 2005-2006 describes the projects that will be undertaken in the next fiscal year with CDBG funds. It also briefly describes other city programs in the areas of housing, community and economic development that are funded with other resources.

This document is the City of Salem's Action Plan for Community Development for Fiscal Year 2006 (FY06)<sup>1</sup>. The Action Plan for Community Development is provided in order for Salem residents, leaders, businesses and organizations to better understand how the city plans to use CDBG funds that it will receive from HUD in FY06 and to provide an opportunity for public comment.

Narrative sections are included throughout the plan in order to increase the public's understanding of the city's community development objectives in an easy-to-read, yet comprehensive, format.

---

<sup>1</sup> This Action Plan covers activities for the period from July 1, 2005 to June 30, 2006, which is referred to in this document as Fiscal Year 2006 or FY06.

## I.B. Developing the Action Plan: Identifying Priority Needs

CDBG funds are used to fund specific projects and initiatives that are needed by Salem residents and that meet HUD's national goals and objectives. Identifying the needs of the community is an on-going process. In July 2005, after months of public hearings and public comment, the city will adopt a **Five Year Consolidated Plan**, highlighting the community development needs and goals for July 2005– June 2010. Each year, the city holds additional public hearings and comment periods to review those goals and to make specific recommendations for programs and initiatives to be undertaken in a given year. The result is the annual **Action Plan**, designed to put into action the goals and strategies established in the Consolidated Plan.

It is important to note that the Action Plan is not a budget but a planning tool that outlines the priorities and activities that will be undertaken to address housing, community and economic development needs. Proposed activities must meet HUD's eligibility rules, and must be consistent with the Consolidated Plan. Proposed activities are assigned estimated costs (which are included in this document). During the year, should the cost of the proposed activities change, these values can be adjusted. In addition, unused funds can be reallocated to assist new programs that may be developed during the course of the year.

## I.C. Resources for Fiscal Year 2006

The City of Salem receives **Community Development Block Grant (CDBG)** funds from HUD to be used to benefit low- and moderate-income persons or to prevent or eliminate slums or blight in Salem through a variety of community development programs. CDBG is a formula-based program designed to develop viable urban communities by providing decent housing, a suitable living environment, and expanded economic opportunities for persons of low- and moderate-income. As an entitlement community, the City of Salem submits a Consolidated Plan with respect to its Community Development Block Grant (CDBG) program.

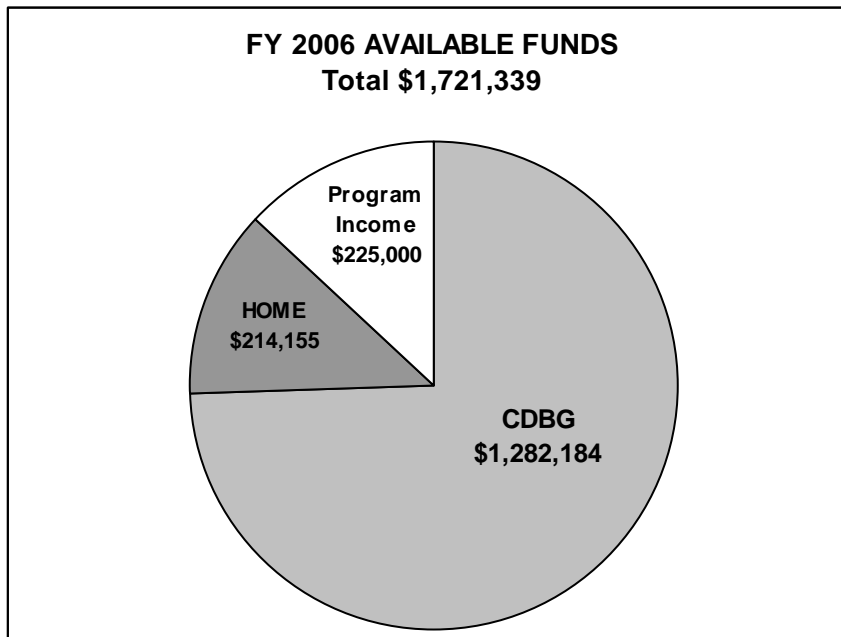
In addition, Salem is a member of the North Shore HOME Consortium and receives an allocation of **Home Investment Partnership (HOME)** funds from HUD which are additional funds dedicated solely for housing programs, and can be used to fund a wide range of activities that build, buy and/or rehabilitate affordable housing for rent or home ownership. The City of Salem is one of twenty-eight member communities in the North Shore HOME Consortium. On behalf of the member communities, the Consortium, through its lead community of Peabody, submits a Consolidated Plan for operating the HOME Investment Partnership Program (HOME). The city will not use HOME funds to refinance any existing debt secured by multifamily housing developments. The city does not anticipate receiving any American Dream Downpayment Initiative (ADDI) funds.

Finally, our housing and economic loan programs generate program income, which is directed to existing or new programs as needed. Income is generated as loans are repaid or recaptured from an assisted property or business. Program income funds are typically generated each year and help extend the city's ability to support CDBG-eligible activities.

The total in Federal funding that the City of Salem expects to receive for the next fiscal year includes a \$1,282,184 in CDBG entitlement funds (approximately \$70,000 less than the previous year) plus an

estimated \$214,155 in HOME funds (the same amount as last year) and an estimated \$225,000 in program income. In addition to these resources, many activities leverage funding from other sources to maximize the impact of the federal dollars the city receives.

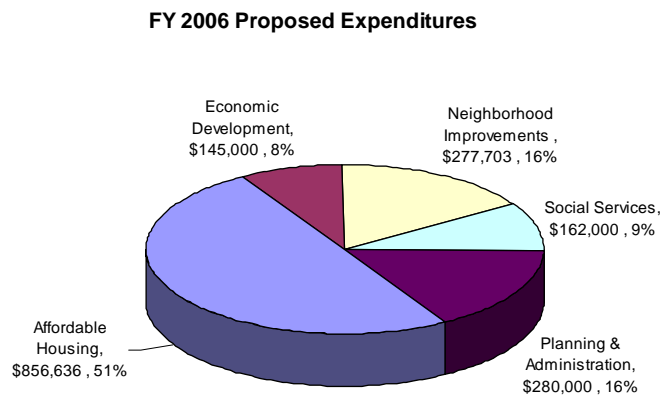
Together, these resources fund a wide range of activities designed to develop and maintain affordable housing, improve neighborhood public facilities, provide economic opportunities, improve access for people with disabilities, provide critical public services, assist people who are homeless, and prevent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



## II. PROGRAM DESCRIPTIONS OF THE PROPOSED HOUSING & COMMUNITY DEVELOPMENT ACTIVITIES

### AFFORDABLE HOUSING, ECONOMIC DEVELOPMENT, NEIGHBORHOOD IMPROVEMENT, PLANNING & ADMINISTRATION AND SUPPORT FOR SOCIAL SERVICES

In the Five-Year Consolidated Plan, the residents of the City of Salem identified the community development needs and goals for Fiscal Years 2006-2010. The priority needs identified during that public process included the need for affordable housing, economic development, neighborhood improvement and support for social services. The pie chart below illustrates the city's proposed FY 2006 spending by category.



This section describes those priority needs and identifies some of the strategies that the city will employ to address them in the coming year. Included are a few of the housing and economic factors that illustrate Salem's need to continue to invest in housing and economic development and to support a variety of programs to assist all of Salem's low and moderate income neighborhoods. The narratives describe the various programs and services that the city proposes to undertake in FY06. The programs listed in the following sections are a combination of those managed by the city and by community organizations.

Activities are typically identified for funding from a specific year's resources, but for some projects, such as multi-year funding commitments or construction projects, the actual activity may be undertaken over several fiscal years.

Additional programs may be undertaken during FY06, which are ongoing from a previous fiscal year. Those ongoing projects are not fully described in this plan, but are listed on Page 22 for informational purposes.

## II.A. AFFORDABLE HOUSING

Salem, like most communities in Massachusetts, is struggling with the impacts of a strong real estate market and a regional lack of affordable housing. This has resulted in rapidly increasing property values, burdensome rents and more families at risk of homelessness. Due to these demands, we have placed the creation and preservation of affordable housing as the highest priority of Salem's CDBG and HOME programs.

According to the 2000 U.S. Census:

- Salem's population is made up of 46.7% low- to moderate-income persons.
- Salem has old housing stock: 62% of the Salem's total housing units were built prior to 1950.
- 24.6% of Salem homeowners are paying thirty percent or more of their income in monthly housing costs.
- 35.5% of Salem renters are paying thirty percent or more of their income in monthly housing costs.
- The housing homeowner vacancy rate is .9% and the rental vacancy rate is 2.5%, indicating that the supply of available housing in Salem is dramatically low.

In 2000, the median sale price of single-family homes and condominiums in Salem was \$202,250 and \$165,500 respectively, yet by 2004, these figures had skyrocketed to \$319,500 and \$266,000. Recent home prices have made homeownership increasingly unattainable for the average Salem family. In turn, the high purchase price of multi-family housing results in higher rents in the rental units of these homes.

The lack of affordable housing supply region-wide continues to heighten the demand on public housing and subsidy programs as well. The demand for subsidized housing far exceeds the supply. People on waiting lists for units or vouchers must wait several years before an opening is available.

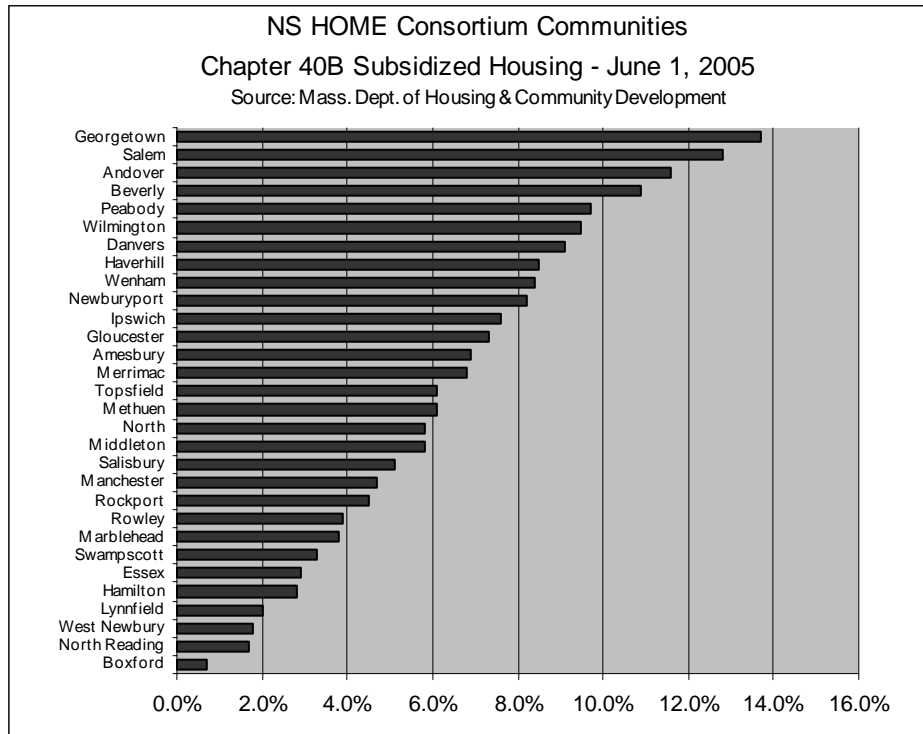
### II.A-1. Specific Housing Objectives

Salem has been at the forefront of providing affordable housing for the North Shore area, despite the shortage of affordable housing both regionally and throughout the Commonwealth. Although Massachusetts General Law Chapter 40B requires that 10% of the residential housing in every city and town in the Commonwealth be affordable, few have actually met the challenge. In fact, Salem is one of the few Massachusetts communities to reach the 10% goal. As of June 2005, 12.8% of Salem's year round housing is affordable, while the state average was just 9.0%. Of the 30 cities and towns in the North Shore HOME Consortium, Salem has one of the highest percentages of affordable housing, second only to Georgetown .

Furthermore, DPCD administers several successful housing programs. The First Time Homebuyers Downpayment Assistance Program provides assistance for the greatest hurdle that most families looking to purchase their first home face—saving enough to make the required down payment. The Housing Rehabilitation Loan Program works to rehabilitate housing to make it safe and sanitary. The city also provides funding for homelessness prevention programs through partnerships with Catholic

Program Descriptions of the Proposed Housing & Community Development Activities  
Affordable Housing

Charities, NSCAP, the Salvation Army and HAWC. In addition, Salem is a member of the North Shore Housing Trust, a nonprofit corporation established to undertake broad initiatives that will lead to the preservation and creation of housing that is affordable to low- and moderate-income families.



While the city has been able to accomplish a great deal, Mayor Stanley J. Usovich knows that there is still more that can be done. He has developed a long-term housing strategy to help address the pressing housing needs of Salem's residents. The Mayor's Plan includes both new housing production and preserving the existing housing stock for Salem's working families. The key components of the strategy include:

- **Producing New Housing Units**

One of the most important ways to address the issue of affordable housing is to increase the supply of housing in the region. The Mayor has made developing new housing a priority, and we have seen the conversion of old, abandoned or underutilized buildings and parcels into new residential housing units. The result has been hundreds of new units of housing citywide.

Salem consistently provides support to the Salem Harbor CDC in an effort to create new affordable housing units. Salem Harbor CDC sponsors a number of programs that not only develop affordable rental housing, but also increase affordable homeownership opportunities. In fiscal years 2004 and 2005, the city provided financial assistance toward the acquisition of a former restaurant on Palmer Street that the CDC plans to develop into 15 units of new affordable housing that combines the neighborhood investment of



homeownership opportunities with much needed new rental units. In FY06, the city will provide additional funding towards the construction of this project.

- **An Affordable Housing Fund**

In 2003, the Mayor signed a Memorandum of Agreement with a housing developer which resulted in a \$50,000 contribution for affordable housing for activities including the development of an affordable housing plan. These funds have recently been provided to the city in order to begin this activity.

- **Providing Property for Affordable Housing Production**

Through a series of initiatives, the city will continue to provide property for the development of affordable housing. The Mayor has pledged to work with neighbors to identify individual parcels of land that were once taken by tax title and may be appropriate for single- or two-family housing development. Once identified, these parcels can be offered through an RFP process for the development of an affordable home. Furthermore, funds for affordable housing are set aside each year to provide resources for the city, or a nonprofit partner, to acquire abandoned, derelict properties and turn them back into good homes.

The effort by the city, Salem Redevelopment Authority (SRA), and the community to preserve the historic home at 18 Crombie Street for the redevelopment into an affordable home is an example of the progress being made with this goal. In FY05, Habitat for Humanity began the redevelopment of this historic home for the eventual ownership by a low- to moderate-income family. Rehabilitation work is currently underway.

- **Preserving Existing Affordable Units**

Salem has five private subsidized rental housing developments – Salem Heights, Loring Towers, Pequot Highlands, Princeton Crossing, and Fairweather Apartments. Each of these properties was built in Salem with the promise to keep them affordable for a minimum of 40 years. However, when the owner of Salem Heights attempted to raise rents to market rate, Mayor Usovicz went to court, and won a precedent setting victory to keep the complex affordable for the duration of their 40-year affordability contract with the city. Furthermore, in February 2003, the city reached a landmark agreement that will keep Salem Heights' 283 apartments rented at affordable rates for the next 100 years. This was a major victory for affordable housing. The city is currently negotiating the renewal of its contract with Fairweather Apartments. In 2004, the Mayor entered into an Agreement with the owners of 289-293 Essex Street who were in the process of converting fifty-three apartments into market rate condominiums. The Agreement calls for the owner to offer ten of the units to low- to moderate-income first-time homebuyers.

- **Improving Public Housing**

With the Mayor's assistance and support, the Salem Housing Authority continues its campaign of major repairs and modernization to its public housing. In FY04, the Authority was awarded \$5,000,000 for modernization work to its aging family, elderly, and handicapped-accessible housing units from the Massachusetts Department of Housing and Community Development (DHCD). Currently, the Authority is implementing

modernization programs for work such as roof replacement, elevator replacement, siding, and water infiltration abatement.

- **Providing Expanded First Time Homebuyers Assistance**

The city continues its goal to provide families with the opportunity to own their first home. One of the most popular programs the city runs is the *First Time Homebuyer Downpayment Assistance Program*. Recently, rising housing costs have required larger downpayments, making it increasingly prohibitive for low-income families to purchase a home. Due to the increase in the median price of homes in Salem, the city continues to actively review the *First Time Homebuyer Downpayment Assistance Program* to see how more families could have greater home ownership opportunities. The Mayor will continue the commitment he made that no Salem resident who is eligible for a first time homebuyer loan will be turned away.

In addition to administering the City's First Time Homebuyer Downpayment Assistance Program, DPCD staff also provide assistance in coordinating other resources for downpayment assistance, such as Massachusetts Housing Partnership (MHP) Soft Second Program and a variety of homeownership programs offered by MassHousing as well as supporting first time homebuyer education workshops provided by the Salem Harbor CDC.

- **Providing Assistance to Renters**

This year, the city will continue its commitment to assist families with Rental Downpayment Assistance (first and last month's rent and security deposit) to provide families with the funds necessary to secure housing. The program is important tool for helping families with the costs of moving into a decent apartment.

- **Rehabilitation of Existing Housing**

Most of the housing stock in the city was built prior to 1949. While older homes are an integral part of Salem's history and neighborhood fabric, they also require a great deal of maintenance. In response to this issue, the city administers a Housing Rehabilitation Loan Program that provides low-interest loans to homeowners of both single and multi-family homes to address health and safety issues that would otherwise be too costly to take on. The city continues to assess procedures and policies of this program. During FY04, an Optional Relocation Assistance policy was implemented for those needing assistance with temporary relocation during the rehabilitation of their home. Through the rehabilitation of existing housing stock, more homeowners, as well as tenants residing in rental units can live in decent housing. During the upcoming year, we will be expanding the program to investor-owners with low- to moderate-income tenants, to address code compliance and to minimize condo conversions.

- **Work Regionally to Increase the Supply of Housing**

Housing is a regional market that does not strictly follow city boundaries. While Salem does more than many cities in the region to provide affordable housing (at 12.8%. Salem has the highest percentage of affordable housing of the 28 cities and towns in the North Shore Home Consortium), the best answer is still regional cooperation to address the lack of affordable housing opportunities. No one city or town can, or should, bear the responsibility of providing all of the region's affordable units. Salem is committed to working its partners in

the North Shore HOME Consortium and with the region's mayors to encourage the development of housing throughout the area in an effort to increase the supply of housing for all.

## **II.A-2. Needs of Public Housing**

As described above, the City of Salem consults with the Salem Housing Authority on public housing needs as part of the consolidated planning process. These needs are considered with others expressed by various organizations, municipal departments and local agencies to determine the best use of the city's CDBG and HOME funds. As stated previously, the SHA continues to implement its modernization programs through separate funding sources. The SHA has not been identified as a "troubled" public housing agency by HUD. In addition to requiring a tenant to sit on the SHA board, the Salem Housing Authority has a Resident Advisory Board (RB) that encourages public and subsidy residents to become more involved in management.

## **II.A-3. Barriers to Affordable Housing**

The Five Year Consolidated Plan outlines several barriers to housing affordability in Salem: a shortage of land, the lack of regulatory tools to require or encourage affordable housing in new developments, the lack of resources to preserve existing affordable units, an economy imbalanced by lower-wage jobs, and local government's dependence on the property tax to finance City services. Like other communities, Salem is not in control of all of these barriers and as a result, its ability to solve them is constrained by financial resources and legal requirements. However, through its efforts to preserve and increase the supply of affordable housing through its Housing Rehabilitation Loan Program, First Time Homebuyer Program and Affordable Development Programs the city is able to address some of these barriers. In addition, in FY06 the city will introduce a new initiative that will enforce building code compliance in rental properties.

## **II.A-4. Homelessness and Homelessness Prevention**

In addition to being a leader in providing affordable housing, Salem also is at the forefront of providing services for those who are homeless or at risk of homelessness. Several agencies that serve both Salem and the region are located in the city. Salem is home to the Salem Mission, a 34-bed shelter for men and women 18 years or older. The Salem-based Help for Abused Women and their Children (HAWC) is a regional agency, which offers emergency shelter for battered women and their children. The Salvation Army provides short-term emergency housing at local hotels/motels. DPCD works directly with the North Shore Community Action Programs (NSCAP) to expand and enhance its existing programs that address the housing crisis for homeless families and those at risk of homelessness.

### **II.A-4.1. Sources of Funds**

The City of Salem relies on its federal funding to address homeless needs and conduct homeless prevention activities. Each year, through the public services program the City of Salem solicits proposals from nonprofit organizations for housing and community services programs. Through this process, the city funds various homeless programs including, but not limited to: rental

downpayment assistance program, homeless prevention emergency assistance, outreach programs, and transitional housing.

The North Shore HOME Consortium, of which the city is a member, also has received funds through the McKinney-Vento Homeless Assistance Act programs, however the Consortium distributes these funds directly to area organizations. In the past, the Salem Mission has been a subrecipient of these funds. The Salem Mission also receives funding from the state, other nonprofit organizations and private corporations.

## **II.A-4.2. Homelessness & Chronic Homelessness**

Understanding that people who are homeless have individualized needs, the City of Salem works with service providers that offer an array of services that address needs ranging from meal provision to permanent housing. City-funded programs currently being undertaken in Salem to address homelessness include, but are not limited to:

- Salvation Army – provides short-term emergency housing at local hotels/motels.
- Salem Mission – a 34 bed shelter for men and women 18 years or older. The Mission provides meals and clothing, delivers on-site medical and mental health services and refers clients to services including housing, health, public benefits, employment and training, veterans' services, detoxification, substance abuse and mental health assistance.
- Help for Abused Women and their Children – a regional agency headquartered in Salem which offers emergency shelter for battered women and their children and provides counseling, referrals, advocacy and day care.
- Haven From Hunger – provides meals, a food pantry and various job-training programs.
- St. Joseph's Food Pantry – provides a food pantry and food distribution to elderly and disabled residents.

In addition, the City has a long-established a Downtown Outreach Program Steering Committee to address homelessness in the downtown area. The Committee continues to meet on a monthly basis to review the progress of the Downtown Outreach Worker in connecting homeless individuals with housing, detoxification and other human services. They also discuss issues such as the availability of detoxification beds and long-term planning efforts for homeless individuals who refuse services due to mental health or alcohol/drug abuse problems. The Committee includes representatives from the downtown business community, the Salem Mission, CAB Health & Recovery Services, and the Salem Police Department as well as other interested individuals.

The City of Salem also continues to support and administer Salem H.O.P.E. (Human Organization Partnership Effort) a network of human service providers that meets quarterly at rotating social service agency locations. Through this program, agency representatives are introduced to each other, exchange information, announcements and updates and enhance coordination of programs. They work to fill gaps in services, avoid the duplication of services, and coordinate efforts. DPCD provides staff administration, covers mailing costs and produces a Salem H.O.P.E. quarterly newsletter.

### II.A-4.3. Homeless Prevention

Homeless prevention activities sponsored by the city come in various forms. Catholic Charities, HAWC, Salvation Army and NSCAP all provide a CDBG funded Homeless Prevention Program, which provides emergency assistance to families at-risk of homelessness through eviction. Save Our Children runs a Baby-2-Tot distribution program, which provides food, diapers, formula, etc. to families with children. Food pantries help subsidize food costs for very-low income families.

### II.A-5. Fiscal Year 2006 Affordable Housing Activities

While the City of Salem undertakes many strategies for families to live in decent, affordable housing, following are the affordable housing activities and homelessness programs that will receive FY06 federal funding. All of the proposed programs are either available citywide to households that meet HUD's federal income eligibility rules or are targeted to low- and moderate-income neighborhoods. Program delivery costs may be included within the proposed funding estimates.

#### II.A-5.1. Preservation of Existing Housing

- **Housing Rehabilitation Loan Program**

The Housing Rehabilitation Loan Program provides a combination of technical and financial assistance to help Salem's homeowners make much needed improvements to their properties. The primary objectives of this program are the elimination of lead paint, hazardous health and safety conditions, code violations, and barriers to accessibility. The program rehabilitates single and multi-family properties, which also creates and/or improves rental opportunities. The city requires that rents in multi-unit dwellings rehabilitated with city funds be restricted to Fair Market Rents<sup>2</sup>. Upon completion of the rehabilitation, and fifteen years thereafter, all assisted rental units will remain affordable. In FY 2006, the city will examine whether to expand the program to assist investor-owned properties.

**Projected Accomplishments:** 11 Housing Units

**Proposed Funding:** \$326,012

- **Code Enforcement**

Requested by residents to address the issue of substandard rental housing, this new position will be dedicated to addressing building code enforcement in eligible neighborhoods, with an emphasis on absentee landlord properties. The Code Enforcement Inspector will provide inspections, issue citations, refer property owners to the Housing Rehabilitation Loan Program and provide follow-up inspection.

**Projected Accomplishments:** 11 Housing Units

**Proposed Funding:** \$39,000

<sup>2</sup> Rents are established by HUD annually.

**II.A-5.2. Homeownership Opportunities**

- **First Time Homebuyer Programs**

*The First Time Homebuyer Downpayment Assistance Program* provides 0% interest deferred payment loans to families that wish to purchase a home in the City of Salem. The loan is forgiven after five years of the date of closing, as long as ownership of the property is not sold, transferred or refinanced. This program provides renters with the opportunity to become homeowners while freeing up a rental unit for another family.

**Projected Accomplishments:** 15 Households

**Proposed Funding:** \$156,000

**II.A-5.3. Rental Housing Assistance**

- **Rental Assistance Programs**

*The Rental Downpayment Assistance Program*, administered through local social service agencies, provides grants to low- and extremely low-income Salem residents to help pay first and last month's rents and security deposits to enable them to obtain decent housing.

**Projected Accomplishments:** Assist 43 households

**Proposed Funding:** \$45,000

- **Community Support Services (housing services, homeless and/or homeless prevention programs)**

This program provides grants to nonprofit agencies for social service programs that assist homeless individuals and families as well as low- and moderate-income Salem residents in need. Funded programs are selected through a competitive Request for Proposal process. Included is the *Homelessness Prevention Program* that provides emergency grants to low- and moderate-income residents in order to eliminate rent or utility arrearages in order to prevent families from being displaced and the *Downtown Outreach Program* which provides for a Street Advocate to connect homeless persons to shelter and other needed services.

*Agencies submitting proposals include:*

Help for Abused Women & their Children	Homeless Prevention
Catholic Charities	Homeless Prevention
NSCAP	Homeless Prevention
Salvation Army	Homeless Prevention
Salem Mission	Outreach Street Advocate
Independent Living Center	Housing Services Program
Salvation Army	Transitional Housing Program

**Projected Accomplishments:** Grants to approximately 7 social service agency programs for housing services, homeless and/or homeless prevention programs.

**Proposed Funding:** \$57,200

- **Lincoln Hotel – Section 108 Loan Repayments**

This activity provides for continuation of annual payment of principal and interest for a HUD Section 108 Loan obtained in 1988, which was used for rehabilitation of the Lincoln Hotel rental units.

**Proposed Funding:** \$58,424

## II.A–5.4. Affordable Housing Development Programs

- **Affordable Housing Development**

The city currently allocates funding to three affordable housing development programs – Acquisition Program, Receivership Program, and Affordable Housing Trust. Funds are allocated to these programs and projects are selected based on their appropriateness and affordable housing development opportunities as they arise.

The *Acquisition Program* enables the city or an eligible nonprofit to enter into purchase and sale agreements to acquire properties and create affordable housing units. The effort focuses on abandoned or blighted properties, residential properties to be renovated and re-sold to lower income eligible first time homebuyers, and acquiring and converting non-residential properties into affordable housing and/or rental units. The funds are used to secure properties until permanent financing is obtained. It is required that the units created remain affordable at least fifteen years, and in some cases in perpetuity.

The *Receivership Program* enables the city to address those properties where the owner has not maintained the property sufficiently nor responded to repeated attempts by the city to enforce health and safety codes. In order to eliminate the displacement of families, a receiver will be appointed to rehabilitate and manage the properties.

The *Affordable Housing Trust Fund* was created by the Mayor and the City Council to be utilized for the sole purpose of developing affordable housing. In addition to the city's contribution, developers will be encouraged to contribute to this fund.

In FY06, the city will fund projects at 50 Palmer Street and 30 Endicott St./7 High St. under these programs. The project at 50 Palmer is being undertaken by the Salem Harbor CDC and consists of the development of 15 affordable housing units with 9 homeownership units and 6 rental units. This is year two of a \$200,000 total commitment of HOME funds. The project at 30 Endicott St./7 High St. is being undertaken by the Salem Mission and consists of the acquisition of two buildings that together will provide 21 units of supportive housing to chronically homeless individuals and an additional unit for a low-income resident manager (the project has secured over \$2M in State and Federal funding). In addition, the city is setting aside \$25,000 for affordable housing development or affordable housing programs that will be determined as new ideas and new opportunities for affordable housing arise.

**Projected Accomplishments:** Creation of a minimum of 37 affordable housing units

**Proposed Funding:** \$175,000

## II.B. ECONOMIC DEVELOPMENT

The City of Salem is committed to continuing efforts to stimulate economic development, particularly in the neighborhood business districts. Throughout his tenure, Mayor Usovicz has helped turn Salem's economy toward the industries of a modern, diverse, 21<sup>st</sup> century economy, including health care, legal, higher education, banking and financial services, and cultural tourism. At the same time, in the city's neighborhoods, small businesses have been revitalized, providing important services for residents.

Nevertheless, there is much work to be done. According to the 2000 Census, Salem has an average of 46.7% low- and moderate-income residents. Further, Salem's median household income in 2000 of \$44,033 ranks 286 out of 351 cities and towns in the Commonwealth.

For these reasons, Salem continues to focus on economic development in order to create jobs. Economic Development in Salem works to bring new employers to the city, while retaining jobs by helping existing businesses improve their commercial infrastructure or expand their operations. Salem's Main Streets Initiative, created in 2001, has already helped bring new vitality to the downtown and the neighborhood commercial areas, providing goods and services locally, and improving and stabilizing those neighborhoods in the process. Improved vitality in our neighborhood and downtown commercial districts has the residual affect of improving public safety as well.

In the coming fiscal year, the city will continue to redevelop commercial districts and work aggressively to attract employers who provide good jobs at good wages for Salem residents.

### II.B-1. Strategies for Economic Development

Mayor Usovicz has developed a long-term economic development strategy, which will help to generate new tax revenues, to establish new businesses that provide residents with the products and services they desire, to create new jobs, and to revitalize our commercial areas. The key components of the strategy include:

- **Providing Additional Financing Opportunities for Businesses**

Businesses often need additional assistance and more creative financing options than are often offered by banks. Even the very best innovative new business idea often has difficulty filling the "gap" between what they can invest and what banks will loan versus the cost of the project. Without capital, new equipment or storefront improvements, some of the best small businesses can fail. The Salem Business Loan Program offers expanded financing opportunities for local entrepreneurs, while creating jobs and revitalizing the city. The program provides these types of loans:

*Microenterprise Assistance* - provides loans to low- to-moderate income entrepreneurs to assist with their microenterprise business (5 or few full-time employees, including the owner)



---

Program Descriptions of the Proposed Housing & Community Development Activities  
Economic Development

*Commercial Revitalization* – provides loans to business owners in the downtown and eligible neighborhood districts to assist with the exterior rehabilitation of their business and/or to correct code violations

*Special Economic Development* – provides loans to business owners throughout the city in exchange for jobs creation for low- and moderate-income people.

Low-interest loans for commercial, industrial or mixed-use projects help create and retain jobs while improving the appearance of neighborhoods and promoting economic growth. For example, projects may range in size from a \$2,500 grant for a storefront improvement downtown to a \$25,000 loan for a microenterprise business in the Point, to \$50,000 in gap financing assistance to bring a historic commercial building into compliance with the fire code. DPCD will continue to work with business owners to help finance a small project or to assist with gap financing of larger projects.

- **Providing Technical Assistance for Small Businesses**

Often small business owners need some degree of technical assistance to help them with managing or growing their business. The needs of local entrepreneurs range from business planning, drawing up financial statements, or navigating the city permitting process.

DPCD offers technical assistance to small businesses. The free *Guide for Successful Business* helps entrepreneurs in the start-up or expansion of their business. The city's Economic Development Planner assists with new business location or existing business relocation, walks new businesses through the permitting process, and coordinates available loan programs. The city also works in collaboration with several agencies to improve economic opportunity in Salem by providing technical assistance to businesses. The Salem Main Streets Initiative Downtown Program, Salem Partnership, Salem Chamber of Commerce, Destination Salem, Salem Harbor CDC, SBA Small Business Development Center and Salem State College Assistance Corporation's Enterprise Center each work in cooperation with the city to provide business programs, with some of these programs targeted toward low-income, minority and female entrepreneurs.

- **Revitalizing the Downtown and Neighborhood Commercial Districts**

Healthy vibrant downtown and neighborhood commercial districts are essential to Salem's overall economic health. With the creation of a Main Streets Initiative in 2001 and a renewed emphasis on public infrastructure improvements, Salem has seen a true renaissance in commercial district revitalization.

The Salem Main Streets Initiative builds collaborative partnerships among a broad range of groups, organizations and constituents. The program works to positively market and promote the districts, and provides needed economic restructuring. Since the inception of the Main Streets Program, there has been a net increase of 27 new businesses, and 273 new jobs.

The Main Streets Initiative supports a District Manager, who offers extensive outreach and advocates for local businesses. In addition, through the city's Storefront Improvement Program, the Main Streets Initiative helps improve the physical appearance of districts by

advocating for appropriate design and historic preservation and by offering small business loans and grants toward new signage and façade improvements. Through the program, 13 commercial facades have been improved with matching grants through the Storefront Improvement Program.

- **Attracting Major Employers**

In 1988, the list of Salem's largest employers read like a Who's Who of the region's largest manufacturers. Today, not a single of those manufacturers appears in the Top 10. Salem has moved from a manufacturing and retail base into a diversified, knowledge-based economy. Nevertheless, no matter which industry sector is most prominent, the need still exists for attracting employers who can provide large numbers of jobs that give working families a chance to earn a decent living.

In partnership with the state, Salem will continue to work to attract major employment opportunities. The Economic Target Area Program, for example, is a special designation by the Commonwealth that allows Salem to offer innovative tax programs and creative financing options, including Tax Increment Financing, as an incentive for new or expanding businesses. MassDevelopment, a state financing agency, also continues to be a major force in Salem's revitalization, providing much need gap financing for several downtown redevelopment projects. The effort to attract new employers will also require a campaign to market and promote Salem as a great place to live and work.

- **Revitalizing Abandoned Industrial Parcels**

In old cities, especially in the industrial northeast where very little wide-open "greenfield" space remains for new development, one component of economic revitalization is the reuse of "brownfields". Brownfields are abandoned or underutilized industrial parcels, often contaminated, that blight a neighborhood and lie dormant on the tax rolls. Revitalizing these sites - for commercial reuse, new residential or mixed-use development (residential and neighborhood retail) - can help restore a neighborhood and make the land productive again.

The city continues to identify and inventory brownfield sites and develop remediation solutions in the Boston, Bridge and Mason Streets corridor, thanks to a grant from the Environmental Protection Agency (EPA). Redevelopment of the properties in the EPA study area will be coordinated with the city's North River Canal Corridor Neighborhood Master Plan, which was completed in October 2003. Returning these and other brownfield sites to productive use will help improve the appearance of the neighborhoods and will help foster economic development.

## II.B-2. Fiscal Year 2006 Economic Development Activities

The City of Salem is dedicated to neighborhood economic development through efforts to revitalize commercial districts, improve exterior building facades, and assist local business owners. The following is a brief overview of the programs the city will fund in FY06. Program delivery costs may be included in the proposed funding estimates.

- **Salem Main Streets Initiative**

Salem Main Streets works in partnership with the City of Salem and local businesses using the highly successful model set by the National Main Streets Center of the National Trust for Historic Preservation. The program requires a comprehensive strategy for economic development focusing on four points—organization, promotion, economic restructuring, and design—to support the efforts of organized neighborhood groups to revitalize their local business district. With this assistance, the group can make strides in improving the appearance of the commercial districts, build and strengthen neighborhood partnerships, promote the commercial districts, and help with the recruitment of new businesses which, in turn, helps to diversify the business district and lead to improvements within the area. City funds are used to develop the capacity of the local Main Street organization so the agency can effectively do program marketing, promotion, and provide technical assistance to new and existing businesses.

**Projected Accomplishments:** Downtown – 1 low/mod income job created; 10 businesses assisted

**Proposed Funding:** Downtown – \$20,000

**Location:** Urban Renewal Area

- **Small Business Financial Assistance Programs**

The city provides financial assistance to local business owners through its Business Loan Program and Storefront Improvement Program. Both programs operate out of a funding pool that assists with the development and marketing of the programs as well as funding eligible projects.

The *Salem Business Loan Program* works to expand financing opportunities for local entrepreneurs, while creating jobs for low- and moderate-income individuals and revitalizing the city's urban renewal area and income eligible neighborhoods. The program provides low-interest loans to qualified entrepreneurs to cover the gap between the amount of financing needed for an economic development project and the amount that conventional lenders can finance. Funds are available for acquisition, construction, or rehabilitation of real property and for financing related to the purchase of equipment, fixtures, inventory, leasehold improvements and working capital. Terms and conditions of the loans vary.

The *Storefront Improvement Program* – This program is designed to encourage private investment and reinvestment by new and existing property/business owners in the eligible neighborhood commercial districts identified by the Salem Main Streets Initiative and/or the Salem Department of Planning and Community Development. The program allows a one-to-one match for façade improvements in the designated areas. The match from the city is up to \$2,500 for each project.

**Projected Accomplishments:** 8 businesses assisted; 12 low/mod jobs

**Proposed Funding:**

Small Business Loan Program – \$100,000

Storefront Improvement Program - \$5,000

**Location:** Citywide availability with projects selected on a rolling basis. Priority for service in the urban renewal areas and income eligible neighborhoods

- **Business Technical Assistance**

The city helps to coordinate and fund technical assistance services to local business owners. The Main Streets Program is one area in which money is allocated for technical assistance. In FY06, the city will continue to allocate funding to the *Advancing Community Business (ACB)* program run by the Salem Harbor CDC. The ACB Program targets low-income, female, and minority business owners or potential business owners with business planning, access to financing and training. The majority of the participants in the program are microenterprise owners with annual sales less than \$300,000, operating as a neighborhood business.

**Projected Accomplishments:** 20 microenterprise owners or potential owners assisted

**Proposed Funding:** \$20,000

**Location:** Citywide with a preference for businesses located in income eligible neighborhoods and urban renewal areas

## II.C. NEIGHBORHOOD IMPROVEMENT

Mayor Usovicz is committed to making the neighborhood infrastructure and public facility improvements that residents depend on to make the city the livable community that it is. By continually investing in neighborhoods Salem strives to be the best place it can be for people to live and work.

One need only see the handicapped accessible curbcuts on North Street, the improvements to Mary Jane Lee Park in the Point and the continued tree planting undertaken in various neighborhoods to see how important neighborhood improvement projects can be to the life of a neighborhood.

For as many accomplishments as there have been in the last several years, there are many more worthy projects that will be done. In FY06, the city will undertake an ambitious agenda of neighborhood improvement projects to continue the investment in our neighborhoods.

### II.C-1. Strategies for Infrastructure and Public Facilities

- **Public Infrastructure and Traffic Improvements**

In FY06, CDBG funds will be used to undertake various improvement projects in eligible neighborhoods, such as street paving, new sidewalks, curbcuts/crosswalks and traffic improvements. Improvements will include continued funding for the Congress/Peabody Ward intersection redesign, along with pedestrian safety improvements at the intersection of Lafayette and Harbor Streets in the Point Neighborhood. In addition, CDBG funds will continue to be used for the ongoing removal of architectural barriers citywide.

- **Parks and Open Space**

City parks, playgrounds, and open space help build communities and contribute to the overall attractiveness of a neighborhood. The city will continue improvements to neighborhood parks and playgrounds, and its citywide tree-planting program. Improvements to Palmer Cover Park and the construction of a new park along the South River on Peabody Street are in the planning stages. In addition, fencing will be replaced at the High Street Playground.

- **Neighborhood Planning Initiatives**

The city is committed to conducting a series of neighborhood planning studies and initiatives. The first of these, the North River Canal Corridor Neighborhood Master Plan, was completed last year. In FY05, a similar neighborhood master began for the Point Neighborhood. Components of this plan have started with the St. Joseph's Church Reuse Study currently underway and a Point Neighborhood Historic Preservation Plan for which Salem recently received a Survey and Planning Grant from Massachusetts Historical Commission to undertake during FY06. In addition, the city continues to clean-up known contaminated site and is currently working with the EPA to assess and clean up the Flynntan property on Boston Street to facilitate future redevelopment.

- **Public Facility Improvements**

The city will continue to invest in efforts that strengthen its public facilities including handicap access improvements to the Loring Avenue firehouse and the Witch House. In addition, funds will be allocated to provide additional matching dollars for the construction of the South River Harbor Walk, currently in design.

## II.C-2. Fiscal Year 2006 Neighborhood Improvement Activities

The City of Salem strives to create a truly livable community by continuing to invest in its neighborhood infrastructure and public facilities. Due to the size and scope of these projects, some require multi-year funding, yet the proposed funding levels are only for this fiscal year.

- **Neighborhood Street and Sidewalk Improvements**

The city's *Street Improvement Program* funds the repaving of streets, installation of curb cuts/crosswalks, and the replacement of sidewalks in eligible neighborhoods.

**Projected Accomplishments:** Paving, curb cuts/crosswalks, and capital improvements in CDBG eligible neighborhoods. Street locations to be determined.

**Proposed Funding:** \$100,000

- **Tree Planting Program**

The city's tree planting program provides funds for the planting of new street trees in target neighborhoods to help beautify the streets and improve the environment. Each year, the Open Space Department develops a list of proposed sites to plant trees based on resident requests. Plantings are completed in the fall and spring of each year.

**Projected Accomplishments:** Plant 35 street trees in CDBG eligible areas.

**Proposed Funding:** \$10,000

- **Harbor and Lafayette Streets Pedestrian Improvements**

In FY06, the city plans to continue its efforts to make improvements in the Point Neighborhood by providing additional funding to implement the pedestrian safety improvements at the intersection of Lafayette and Harbor Streets.

**Projected Accomplishments:** Pedestrian safety improvements

**Proposed Funding:** \$10,000

- **Congress/Peabody/Ward Intersection**

In FY06, the city plans to provide additional funding toward the redesign and reconstruction of the intersection of Congress, Peabody and Ward Streets in the Point Neighborhood.

**Projected Accomplishments:** Reconstruction of intersection

**Proposed Funding:** \$21,000

---

Program Descriptions of the Proposed Housing & Community Development Activities  
Neighborhood Improvement

---

- **Flynntan Property Clean-Up**

The City of Salem is in the process of assessing soil and groundwater contamination on a 1.9 acre abandoned property formerly used as a tannery at 70-92 Boston Street (Flynntan). This project is primarily funded through an EPA Brownfields Grant. Additional CDBG dollars are necessary for further environmental assessment and reporting. This activity will lead to the cleanup of this contaminated site and its future redevelopment.

**Proposed Accomplishment:** Clean up of contaminated site

**Proposed Funding:** \$37,500

- **High Street Playground Improvements**

Installation of 300' of new fencing around this neighborhood playground.

**Proposed Accomplishment:** 300' of fencing

**Proposed Funding:** \$15,000

- **Witch House Handicapped Accessibility**

In cooperation with Salem Park & Recreation, the Salem Historical Commission and Salem Commission on Disabilities, the city will fund barrier removal activities at the historic Witch House.

**Proposed Accomplishment:** 1 Public Facility made handicap accessible

**Proposed Funding:** \$25,000

- **Loring Avenue Firehouse Improvements**

The city will fund the installation of handicapped restrooms for this public facility that is also used as a neighborhood polling facility. Improvements will also include electrical upgrades.

**Proposed Accomplishment:** 1 Public Facility made handicap accessible

**Proposed Funding:** \$32,000

- **South River Harborwalk/Improvements**

The South River Harbor Walk will be constructed along the South River beginning at Derby Street and continuing along the river parallel to Peabody Street. The goal of the walkway, as envisioned in the city's Harbor Plan, is to provide access to the waterfront from the Downtown and the Point Neighborhood. The design and construction of the walkway are funded through the Department of Conservation and Recreation, which requires a local match. This year's funding continues a multi-year investment toward this match.

**Projected Accomplishments:** Construction of a harborwalk along the South River

**Proposed Funding:** \$10,000

- **South Harbor Garage – Section 108 Loan Repayments**

This provides for the continuation of annual payment of principal and interest for a HUD Section 108 Loan obtained in 1994 which was used toward the acquisition of land and construction of the South Harbor garage and retail storefront units.

**Proposed Funding:** \$17,203

## II.D. SOCIAL SERVICES (INCLUDING HOMELESS AND NON-HOMELESS SPECIAL NEEDS)

Along with housing services to help provide decent, affordable housing and economic development activities to help provide good jobs at good wages, individuals and families may have additional needs that are specific to their household. The 5-Year Consolidated Plan identified the need for various social service programs to primarily benefit Salem's low- to moderate-income population and those with special needs (i.e. 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). Each year the Salem budgets funds for social service programs to address these special needs.

Through a Request for Proposals process, the city makes awards to nonprofit service organizations that offer such services. Public services eligible for funding include, but are not limited to, employment, crime prevention, child care, health, substance abuse, education, fair housing counseling, energy conservation, recreation programs, food programs and services for senior citizens. Target populations include, but are not limited to, persons with HIV/AIDS, abused children, battered spouses, elderly and frail elderly, minorities, non-English speaking residents, residents of public assisted housing, persons who are mentally ill or mentally retarded, substance abusers, youth and persons with disabilities. Funding proposals received are available for viewing at the DPCD.

### II.D-1. Strategies for Social Service Needs

In Fiscal Year 2006, the City of Salem will continue its support of social service agencies that serve Salem's residents in need. The key components of the strategy include:

- **Provide Financial Assistance to Priority Social Service Programs**

Through an annual competitive funding round, the City of Salem financially supports nonprofit social service agency programs that provide needed services that help families meet the cost of living, promote family self-sufficiency, serve special populations or provide crisis intervention assistance. In addition, along with the many programs that help directly with housing and household expenses (see Affordable Housing), fund support several other programs which indirectly assist with housing in many ways such as increased pay (i.e. job training, ESL programs) and decreased monthly expenditures (i.e. child care, food programs) so households can better afford rent or mortgages. *Note: HUD regulations cap the amount funds used for social services at 15% of the total block grant.*

- **Provide Administrative Assistance to Salem H.O.P.E.**

Salem H.O.P.E. is a networking group of social service agencies that meet rotating public service agency locations. Open to all social service agency representatives, it is a forum to work toward filling gaps in services and avoiding the duplication of efforts. DPCD staff coordinates the quarterly meetings and distribute the Salem H.O.P.E. newsletter.



**II.D-2. Fiscal Year 2006 Social Services Activities**

The City of Salem has established priority goals that support a broad range of social service programs that are consistent with the needs and goals identified in the Five Year Consolidated Plan.

- **Community Support Services**

This program provides grants to nonprofit agencies for social service programs that assist homeless individuals and families as well as low- and moderate-income Salem residents in need. Funded programs are selected through a competitive Request for Proposal process. Proposals have been received from the following organizations:

<b>Agency/Organization</b>	<b>Program(s)</b>
Bentley School	After School Enrichment
Boys & Girls Club	Enhanced Program Development Initiative Gang Prevention
Catholic Charities	Young Parent Salem Program
Cerebral Palsy Association	Infant & Toddler Program
College Application Education Proj.	College Application Education Project
Haven from Hunger	Food Pantry Program
HAWC	Children's Program
Morgan Memorial	Career Planning Program
North Shore Community Health	Outreach & Enrollment Project
North Shore Elder Services	Project Well-Being
NSCAP-Salem Cyberspace	CyberYouth
Project Rap	Crisis Intervention
Salem Board of Health	Senior Wellness
Salem Community Child Care	Parent Support Worker
Salem Council on Aging	Transportation Program
Salem Family Investment Center	After School Evening Program
Salem Fire	Juvenile Fire Setter Program
Salem Harbor CDC	Family Literacy Plus, Financial Literacy Workshops
Salem Mission	Salem Neighborhood Community Center Food Pantry
Salem Police Department	Point Neighborhood Bike Patrols
Salem YMCA	Child Care, Teen Initiative
Salvation Army	Prescription Program
SATV	Youth in Action
Save Our Children	Baby-2-Tot Program
St. Joseph's Food Pantry	Food Pantry Program
VOCES	Hispanic Education Program
Wellspring House	MediClerk Program

**Proposed Accomplishments:** Grants to approximately 30 social service agencies to assist an estimated 8,400 persons

**Proposed Funding:** \$162,000

## II.E. PLANNING & ADMINISTRATION

Community Development Block Grant funds may be used to cover costs associated with planning and general administration. In Fiscal Year 2006, the City of Salem plans to use CDBG funds to support the following activities.

### II.E-1. Fiscal Year 2006 Planning & Administration Activities

- **General Program Administration**

This activity provides for the necessary general administration costs for CDBG program oversight and coordination. It also includes the development of plans and studies and the provision of public information. General administration costs are capped at 20% of the available CDBG funds.

In FY06, the city will undertake preliminary design and engineering for a proposed parking garage at the Church Street Parking Lot (\$50,000).

**Proposed Funding:** \$280,000 (salary, non-salary, studies)

## II.F. FISCAL YEAR 2005 ACTION PLAN AMENDMENTS AND/OR ONGOING PROJECTS

During the program period it may be beneficial to revise the Annual Action Plan in order to reflect changes in priority needs and goals. In addition, while a number of activities take place entirely in one fiscal year, projects of a larger size, scope or complexity are undertaken as multi-year projects.

While there are no actual amendments proposed, this chart below provides a list of activities that will be continued into FY06, as well as any newly defined activities.

Project	Description
City Hall Elevator	Installation of elevator for improved public handicapped accessibility.
Congress/Peabody/Ward Intersection Project	Redesign and reconstruct dangerous neighborhood intersection
Economic Development Programs	Programs include Business Loans, Main Streets Program, Neighborhood Storefront Improvements
Essex Street Pedestrian Mall Improvements	Improvements to the Essex Street pedestrian mall in the Urban Renewal Area.
Harbor and Lafayette Streets Pedestrian Improvements	Design and implement pedestrian safety improvements.
Housing Programs	Programs include First Time Homebuyers Downpayment Assistance, Housing Rehabilitation Loan Program, Salem Harbor CDC Rental Property Renovations, Habitat for Humanity rehabilitation of 18 Crombie Street and Affordable Housing Programs
NICE Program	Program for small capital improvements in eligible neighborhoods. Funds designated for Lafayette Park improvements and one or more of the following: handicapped parking signage, trash barrels, and fence replacement at Pioneer Terrace
Old Town Hall	Improvements to this historic structure in the Urban Renewal Area.
Palmer Cove Park Improvements	Redesign and reconstruction of neighborhood park
Peabody Street Neighborhood Park	Design "gateway" park on City-owned land on Peabody St.
Peabody Street Wall Replacement	Remove deteriorating blighted wall; replace with new fence.
Pioneer Village Access Improvements	Accessibility improvements

Program Descriptions of the Proposed Housing & Community Development Activities  
Action Plan Amendments and/or Ongoing Projects

<b>Project</b>	<b>Description</b>
Planning & Administration	Development of plans and studies including Church Street lot Parking Study and Point Neighborhood Master Plan components
Point Community Center Improvements	Assistance for utilities and handicapped access
Senior Life Center	Pre-development of new Council on Aging facility
South River Harbor Walk Project	To be constructed along the South River to provide access to the waterfront from the Downtown & the Point Neighborhood utilizing grant funds and the City's match.
Street Improvements	Street paving, handicap curb cuts, sidewalk replacement and crosswalk installation in eligible areas
Tree Planting Program	Planting of new street trees in eligible areas
Washington/Front Street Improvements	Improvements to main corridor including period lighting
Willows Accessible Bathrooms Project	Improvements to the bathrooms at the Willows Park to make them accessible

The DPCD has also received a request from the Boys & Girls Club of Salem to assist them with public facility improvements. The DPCD is reviewing this request and, if funded, would utilize reprogrammed carry-over funding.

### III. HUD REQUIRED NARRATIVES

#### III.A. Geographic Distribution of Funds

Some of the activities the City of Salem plans to undertake in FY 06 are available on a citywide basis. However, the City typically targets activities to specific neighborhoods with concentrations of low- and moderate-income households or to programs that benefit specific populations such as senior citizens, disabled persons and minorities. The maps located in the appendices indicate that the areas with the highest concentration of Hispanic, Black and Indian races are located within one of Salem's low- and moderate-income areas, the Point Neighborhood Area, as well as depict areas with block groups with more than 51% low- and moderate-income residents (using 2000 census information) and of the Urban Renewal Area. Based on the 2000 census, areas of low to moderate income concentration are the Point Neighborhood, the neighborhoods along Boston Street, the area bordered by Jackson and Wilson Streets and Jefferson and Highland Avenues, South Salem between Lafayette and Canal Streets, the neighborhood south and east of Broad and Summer Streets to Washington and Canal Streets, the neighborhood bordered by Winter, Bridge, Arbella and Briggs and the portion of Essex Street in Salem Neck. 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 accordance with CDBG regulation, specific activities, such as street, sidewalk and playground improvements can only be undertaken in the low- to moderate-income neighborhoods or the Urban Renewal Districts (Heritage Plaza East and West), with the exception of handicap access improvements which can be undertaken city-wide. However, recognizing that needs are not solely located in distressed neighborhoods, the City offers programs that may be accessed by people living outside these areas. For example, such as the Housing Rehabilitation Loan Program, First Time Homebuyer Downpayment Assistance Program, and the Small Business Loan Program are offered citywide to allow any low to moderate-income individual to take advantage of their availability.

#### III.B. Managing the Process and Institutional Structure

The City of Salem Department of Planning and Community Development (DPCD) administers the City of Salem's Community Development Program as well as the formula funding received by the North Shore HOME Consortium for which the City of Peabody is the lead agency. Salem's programs are managed and monitored by the Assistant Community Development Director under the direction of the Director of Planning and Community Development.

Salem's housing programs are administered by the DPCD Housing Programs Administrator under the direction of the Director of Planning and Community Development and Assistant Community Development Director. In addition, certain housing activities are administered by local non-profit agencies, CHDO's and/or CDC's. Private lenders provide financing that leverages funds provided through many of the city's housing activities.

City departments undertake certain CDBG-funded activities, such as the tree planting program, sidewalk replacement, park improvements, street paving and curbcut installation. These

departments may subcontract work under public bidding procedures and provide requests for reimbursement and other required documentation to the DPCD.

Each year the City of Salem issues a Request for Proposals to nonprofit organizations that offer social service or economic development programs. CDBG funds are then awarded to organizations that demonstrate programmatic needs and the capacity to administer the proposed program. The city's Assistant Community Development Director coordinates the management of the public service subcontracts and the Economic Development Planner coordinates the management of the economic development subcontracts. The strength in the delivery system of nonprofit services is in the networking, collaboration and coordination among the agencies.

The remaining activities are generally carried out by DPCD staff and may include the hiring of consultants or other private businesses through established municipal purchasing procedures.

Salem's CDBG program delivery system is audited yearly through the city's auditing firm, as well as through periodic reviews and monitoring by HUD staff. Recommendations are promptly implemented. The DPCD continuously works to improve upon its methods and procedures for the administration of its programs.

### III.C. Coordination with Other Organizations

Salem Housing Authority: Although, the city does not currently use CDBG funds to assist the Salem Housing Authority, the DPCD coordinates with the Salem Housing Authority to address the housing needs of Salem's lower-income residents. While developing its Consolidated Plan, the city consulted with the SHA to determine the agency's most pressing needs. In addition, SHA's Comprehensive Plan must take into account the City of Salem must certify that the documents are consistent.

The Mayor appoints four of the five Salem Housing Authority (SHA) board members, one of whom must be a public housing tenant and one of whom must be a member of organized labor. Proposed development sites or demolition or disposition of existing public housing developments must go through established regulatory procedures administered by the Building Department, Board of Appeal, Planning Board, etc.

The Salem Housing Authority serves over 900 participants. The Authority receives over \$10 million in federal funding for its Section 8 Housing Choice Voucher Program and its Federal Public Housing Program as well as earning state subsidies. Currently, the SHA continues to implement its modernization programs totaling over \$5,000,000 for work such as roof replacement, elevator replacement, siding and water infiltration.

Other Organizations: In addition to the SHA, the City of Salem 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. To this end, the city administers Salem H.O.P.E. (Human Organization Partnership Effort), a networking group of human service agencies that serve Salem residents. It is a free forum for agencies to learn about the services being provided by other agencies in order to fill in gaps, coordinate efforts and avoid the duplication of services. All human service agency representatives are invited to attend the quarterly Steering Committee breakfast meetings held at rotating agency locations. Through this program, agency representatives

are introduced to each other and exchange information, announcements and updates. DPCD is responsible for the organization and administration of this effort.

The city also works with nonprofit agencies to administer social service activities. Agencies are urged to apply to the city for CDBG public services funding to undertake priority programs outlined in the Consolidated Plan. Additionally, the City of Salem cooperates and coordinates with other public agencies (and funding sources) to undertake specific activities. Examples include MHFA's Get the Lead Out Program and Mass Housing Partnership's Soft Second Mortgage Program.

The City of Salem works with the City of Peabody, the lead community for the North Shore HOME Consortium, to coordinate the implementation of its HOME-funded programs. Salem also works with local CHDO's and CDC's to carry out prioritized activities.

The City of Salem will continue its efforts to coordinate and communicate with other municipal departments, local and regional agencies, and public and private housing organizations over the next year. The DPCD will maintain responsibility for coordinating the Salem H.O.P.E. effort and will communicate regularly with subcontracted agencies delivering social services and subrecipients of federal funds.

### **III.D. Consolidated Plan and Action Plan Development Process**

This year the City of Salem hired a consultant, Community Opportunities Group, Inc., to complete the Five-Year Consolidated Plan (covering Fiscal Years 2006-2010) and its Fiscal Year 2006 One-Year Action Plan. In doing so, the consultant completed an extensive consultation process with local agencies, department heads, neighborhood groups, and key stakeholders. In addition to daytime focus group sessions and interviews, public meetings were held during evening hours to encourage participation. In addition, the city held a public hearing to kick off the planning process. Summaries of each meeting are provided in the Appendix, along with copies of written public comment.

### **III.E. Citizen Participation**

The public participation component for the Five-Year Consolidate Plan and the One-Year Action Plan began with a citywide public hearing held on March 1, 2005. The hearing was sponsored by the DPCD and citizens were invited to testify regarding priorities for housing, economic development and other community development programs. They were asked to comment on the city's needs in each of these areas and to comment on the city's performance in achieving its previously set goals. In addition to the initial public hearing, during the development of these plans citizens were encouraged to participate at many levels. As described in the Overview of Citizen Participation and Consultation provided in the Appendix, several meetings were held to discuss the planning process and Salem's housing and community development needs, as well as to hear citizen concerns and comments.

### **III.F. Affirmatively Furthering Fair Housing**

The neighborhood known as Salem Point contains the highest concentration of low income, minority and Hispanic or Latino families (73.6% low/mod, 46.4% minority or multi-race and 50.75%

Hispanic/Latino). To ensure that this population has knowledge and access to the city's First-Time Homebuyer and Rehabilitation programs, the city works in cooperation with the Salem Harbor Community Development Corporation, a nonprofit organization that conducts housing and economic development activities in the Point neighborhood. The CDC periodically conducts a four-week, first time homebuyer educational workshop. In addition, upon request, the city's housing staff participate in homebuyer fairs held by lending institutions or at the Salem Harbor CDC to provide information and counseling regarding its First-Time Homebuyer, Rehabilitation and Deleading programs and to distribute written information regarding the Fair Housing and Discrimination Act.

The City of Salem also provides public services funding to agencies whose activities assist specific populations (homeless, battered spouses, low income, etc.) with improving their quality of life, which may include locating emergency, transitional or permanent housing. For example, CDBG funding is provided to the Independent Living Center to provide an Accessible Housing Education Services Program. As necessary, these agencies advocate on behalf of their clients to ensure fair housing.

The North Shore HOME Consortium, of which Salem is a member, completed an Analysis of Impediments (AI) to Fair Housing in 1998 of which the Executive Summary is found in the Consortium's Consolidated Plan and of which the complete AI is included by reference. The AI did not identify any specific actions for Salem to undertake in order to overcome the effects of any impediments identified through that analysis. Therefore, Salem continues to support educational and service programs that directly or indirectly work to further fair housing and we continue to work with the Consortium to reach its housing goals. The Consortium is the process of updating the AI.

### **III.G. Monitoring**

DPCD monitors all projects to ensure compliance with applicable Federal, State and local regulations. As part of ongoing monitoring, public service subrecipients submit monthly reports that include programmatic information on clients served and programmatic accomplishments. In addition, public service subrecipients are monitored on-site each year (exceptions are noted in the Monitoring Plan, which is located in Five-Year Consolidated Plan). Payments to agencies are made on a reimbursement basis to ensure compliance with expenditure requirements. Affordable housing and economic development projects undertaken with CDBG or HOME funds are monitored annually for compliance with affordability requirements, job creation, and other programmatic requirements.

### **III.H. Long Term Compliance and Performance Measurements**

In FY04, DPCD began looking at different strategies for performance measurement of the programs funded with CDBG and HOME funds. The DPCD will continue to review and enhance its performance measurement system. Specifically, Salem has implemented a performance measurement system for the following program areas:

Public Services - Public service contracts for the FY04 program year included performance measurement indicators for the first time. As was done in FY04, the CAPER for FY05 will outline the effectiveness of those measurements. Specifically, the city requires subcontracted social service agencies to report on performance indicators. Internally, a spreadsheet is maintained which tracks the receipt of monthly reports and the status of on-site monitorings.



Housing Programs - Housing rehabilitation program staff track each project in a formal system that details project status and loan details, as well as meet on a weekly basis to review activity status. In addition, the staff maintain a comprehensive written manual detailing program procedures and policies. There is also a master loan spreadsheet that tracks all loan details for the First Time Homebuyer Program and the Housing Rehabilitation Program, including period of affordability, discharge dates, rental restrictions and monitorings.

Economic Development – The Economic Development Planner maintains a spreadsheet of all economic development loans which tracks all loan details and information regarding job creation.

Additionally, the city ensures long-term compliance with program requirements, including minority business outreach and comprehensive planning requirements, in several ways. In particular, DPCD has a Monitoring Plan in place, that allows the city to track whether long-term goals are being met, including minority business outreach. As detailed in the Managing the Process and Institutional Structure section of this document, the city manages its programs to ensure compliance with identified goals.

### III.I. Lead-based Paint Hazards

In cooperation with the State of Massachusetts and other municipal departments, the City of Salem, through its DPCD, works to decrease the number of housing units containing lead-based paint hazards. The Salem Board of Health disseminates information regarding the proper disclosure of lead hazards upon selling or renting a housing unit and inspects rental units for lead paint hazards. In Salem, a landlord is required to obtain a Certificate of Fitness inspection when an apartment becomes vacant. Board of Health personnel conduct this inspection enforcing the State Sanitary Code for Housing. When the information is sent to the landlord prior to this inspection, a letter describing the Federal law is included, as is a copy of the *Tenant Notification Form* in English and Spanish. Also, the Board of Health periodically sends notification of regulations regarding lead-based paint to area realtors.

In addition, Board of Health personnel are trained *Lead Determinators*. Should the Board receive a call from a tenant who is concerned that there may be lead-based paint in his/her apartment, potentially affecting their children under six years of age, the Board is able to send out a Sanitarian to conduct a Lead Determination. If lead paint is detected, an order is sent to the landlord requiring compliance with the State Lead Law. The Board ensures compliance with the order. The State Lead Program is notified of the results of all Determinations.

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 or through referrals to the Gap-Filler Program or Get the Lead Out Program administered through the City of Peabody. Through the Salem Housing Rehabilitation Loan Program, the city provides loan funds for qualified applicants for lead testing, hazard reduction and abatement activities. Lead-based paint hazard control measures undertaken are consistent with the federal Title X requirements and State lead based paint regulations.

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

### III.J. Anti-Poverty Strategy

This Anti-Poverty Strategy describes programs and policies the City is supporting in its efforts to reduce the number of households living below the poverty level. Some public service agency representatives state that Salem residents in poverty stay in poverty because they lack adequate skills for better employment opportunities. As result, they work multiple jobs to pay for housing, utilities, transportation expenses, and childcare. Providing adequate job training and educational opportunities will enable them to enter the workforce at a more competitive level.

Salem uses CDBG and other funds to pursue an anti-poverty strategy that is carried out by the City and a variety of social service subrecipients. The City's anti-poverty strategy is comprehensive and it consists of four components: education, job training, affordable housing and social services.

#### III.J-1. Education

The Salem School Department has been participating in a voluntary desegregation program since 1987 in an effort to give residents more choices about the school system they want their children to attend. The City has used state funding to renovate and improve its educational facilities and provide school-age children with an environment conducive to learning. MCAS results from 2004 show 52% of 10th grade students are advanced or proficient in English and 53% are proficient in Mathematics, which is an increase since 2003. Salem has hired more than 40 new teachers in recent years in efforts to reduce class sizes. As a result, students receive more personal attention and instructional support.

Many of Salem's schools focus on particular subjects. The school choice program is ideal for educating children with specific skills that will enable them to obtain employment when they graduate. For example, the Saltonstall School is a magnet school that focuses on science and technology base. It is equipped with 140 computers for its 400-plus students. Like many of Salem's schools, the Saltonstall School provides transitional bilingual classes, which integrate English and Spanish speaking students within the classroom. This approach helps Spanish speaking students to become proficient in English. Encouraging youths to attend service- oriented schools will provide the future workforce with the skills necessary to find employment and reduce poverty. In addition, the Horace Mann Laboratory School focuses not only on academics but also attempts to teach students important social skills that will help them communicate in the working world. The school also encourages community service by offering programs to its students within nursing homes and helping needy families. Activities such as these help students at an early age see the importance of working and encourage them to obtain jobs after they finish their education.

Salem's Parent's Information Center provides parents with information to help make educational decisions for their children. It provides interpretation and written translation services, resources for school information, and adult education programs. The center also provides school placement services. The Information Center coordinates the City's school choice program, which is designed to improve racial balance within the school systems. The City of Salem's Title 1 Program is designed to

provide programs such as Computers for Beginners for parents of school-age children. This type of program is designed to help low-income families who may not otherwise have access to computer training. The City's attention to its public schools is part of a larger strategy to help children achieve academically and in the work place. An adequate school system is crucial to reducing poverty in future generations. The Salem Public Schools support bilingual classroom settings and technology-based training that will enable those with lower incomes to improve their job opportunities.

Salem also has a Head Start Program which is operated within the former Endicott School on Boston Street.

### III.J-2. Job Training and Employment Resources

The North Shore Career Center helps potential employees to improve their skills and meet the needs of the job market. The Career Center receives its funding from federal, state and local resources. Unfortunately, the funds are often subject to limitations. For example, the Center recently received a National Emergency Grant that is restricted to assistance for people affected by Sears/Citigroup consolidations. The Center also receives Title I funds, which are limited to serving very-low-income people. While the National Emergency Grant and Title I funds meet important needs, they leave some Salem residents underserved because not everyone meets the qualifications of these funding sources. The Career Center continues to help economically disadvantaged populations receive specific skills to obtain better paying jobs with the continued support of the City of Salem.

Salem is home to the Mass. Job Training, Inc, (MJT), a private non-profit organization which is funded by various state and federal agencies. MJT offers programs such as basic adult education, GED preparation and ESL classes. MJT also has programs to help young parents receive an education that they might otherwise not be able to receive because they are disadvantaged. The program offers a basic education and pre-vocational skills training to help adults obtain better employment and reduce dependence on public assistance. Mass. Job Training, Inc. is a vital part of Salem's anti-poverty strategy. Job training and ESL classes help to strengthen and diversify the City's labor force by providing opportunities for lower-income people to advance in employment.

The City of Salem is the lead community for the North Shore Workforce Investment Board (WIB), representing 19 surrounding communities. The WIB directs federal, state and local employment and training funds so that job seekers can find training and employment and businesses can find employees that are skilled and ready to work. Through partnerships with schools, colleges, training providers, public organizations and businesses, the WIB builds and supports a workforce development system that serves all members of the North Shore community at any point where work-related services are needed.<sup>3</sup> The WIB assist over 14,000 employers, schools and agencies, adults, and youths each year with job screening services, labor needs programs, job training, career training and other services. The WIB is also responsible for administering the F1rstJobs Summer Employment initiative for North Shore Teens. F1rstJobs places North Shore youths in jobs that will provide them with important job training and skills that can be utilized in the future when applying for employment. Other programs include Training for Employed Workers, Training for Displaced Workers, School to Career, Welfare to Work and Workforce Investment Act.

---

<sup>3</sup> North Shore Workforce Investment Board, "Mission Statement," <<http://www.northshorewib.com/>>.

Through its CDBG funds, the City of Salem supports variance job training and employment assistance programs, such as the Wellspring House MediClerk Program and self-sufficiency programs run by the Salem Family Investment Center.

### III.J-3. Affordable Housing

Through cooperative efforts with state, federal and local organizations, the City has taken a comprehensive approach to preventing poverty. Providing adequate, affordable housing for Salem's low- and moderate-income residents is critical to the success of any anti-poverty strategy. High housing costs and low-wage jobs continue to hinder the efforts of some to climb out of poverty. City agencies such as the Salem Housing Authority and Department of Planning and Community Development are committed to providing safe, secure, suitable, and appropriate affordable housing opportunities to extremely-low, very-low, and low income family, elderly, and disabled households. In addition, many housing providers and social service agencies work together to combat poverty in Salem. The City's established partnerships with the North Shore Community Action Program, Inc. (NSCAP), the North Shore HOME Consortium and the Salem Harbor CDC increase its success at bringing services to lower-income residents and encouraging them to participate in revitalizing their community.

North Shore Community Action Programs, Inc. (NSCAP) is an anti-poverty agency providing services to Salem, Peabody, Beverly and Danvers. The goal of NSCAP is to help low-income people empower themselves as they move toward self-sufficiency, and to motivate the larger community to be more responsive to the needs of low-income people. This agency provides an array of services, such as assistance with home heating bills, ESL classes, a housing assistance program, and a transition to work program with job training, financial management services and job-readiness workshops. These programs are geared to help the poor become self-reliant and less dependent on public assistance.

The North Shore HOME Consortium's goal is to expand the regional supply of affordable housing through the acquisition, rehabilitation, and new construction of rental units, homeownership assistance and housing rehabilitation, and housing options for special needs populations and the homeless. The City's Department of Planning and Community Development is one of 28 member communities receiving a formula allocation of HOME funds. Salem is committed to distributing its HOME funds to programs that provide assistance to those in need of affordable housing. Some examples of HOME assistance in Salem include funds for the Salem Mission, the City's own Housing Rehabilitation Loan Program, the Salem Harbor CDC (a CHDO) and rental downpayment assistance programs provided by NSCAP, Catholic Charities, Salvation Army and HAWC. In addition to funds allocated to individual communities, the Consortium also financially supports activities that contribute to affordable housing in the region.

Salem provides significant funds to community housing development organizations (CHDO's), specifically Salem Harbor CDC and North Shore Community Action Programs. CHDO's are focused on changing the social and environmental factors that foster poverty and in motivating low-income residents to take control of their future and the future of their neighborhoods. Salem Harbor CDC also has a strong neighborhood component and works directly with low-income persons to develop

their educational and employment skills to enable them to move out of poverty. Salem Harbor CDC programs include job training, first time homebuyers, ESL, housing acquisition/rehabilitation and economic development. It also serves as an agent of community organizing and neighborhood revitalization. The CDC works closely with public and private agencies to improve the quality of life for Salem's low- and moderate-income residents. NSCAP's programs include scattered sites shelter, ESOL and citizenship classes, transition to work programs, home care for senior citizens, fuel assistance, weatherization and immigration, housing and welfare advocacy.

### III.J-4. Social Services

According to the Census 2000, 1,352 female single parents have dependent children under 18, an increase of 297 since 1990. The challenges facing this population are inadequate, affordable childcare choices, a lack of jobs that provide "mother's hours" and insufficient transportation opportunities. The Massachusetts Office of Child Care Services, Region 3 office, is located in Salem. It provides child care referrals and financial assistance. The agency provides a way for lower-income families to obtain adequate daycare so they can obtain employment and improve their quality of life.

Through its CDBG public services program, the City of Salem funds approximately 30 social service programs annually. Through an annual competitive funding round, the City of Salem financially supports nonprofit social service agency programs that provide needed services that help families meet the cost of living, promote family self-sufficiency, serve special populations or provide crisis intervention assistance, all working to break the cycle of poverty. In addition, along with the many programs that help directly with housing and household expenses (see Housing Section), CDBG funds support several other programs which indirectly assist with housing in many ways such as increased pay (i.e. job training, ESL programs) and decreased monthly expenditures (i.e. child care, food programs) so households can better afford rent or mortgages. One example is the North Shore Community Health Center which enrolls under and uninsured residents in programs for services such as health care, food and fuel assistance. Other examples of programs funded include Catholic Charities Young Parent Program which provides a social worker to assist young families with children, a child care program at Salem Point Child Care and the VOCES run Hispanic Education Program. There are also non-CDBG funded programs, such as Salem Family Investment Center's Family Self Sufficiency Program which helps households overcome various obstacles to self-sufficiency.

Salem H.O.P.E. is a networking group of social service agencies that meet rotating public service agency locations. Open to all social service agency representatives, it is a forum to work toward filling gaps in services and avoiding the duplication of efforts. DPCD staff coordinates the quarterly meetings and distributes the Salem H.O.P.E. newsletter.

## IV. APPENDIX

Appendix A: Application: Standard Form 424

Appendix B: Overview of Citizens Participation & Consultation

Appendix C: Maps

Appendix D: CPMP Needs Tables

#### IV.A. Application: Standard Form 424 & Certifications

# APPLICATION FOR FEDERAL ASSISTANCE

Version 7/03

<b>1. TYPE OF SUBMISSION:</b> Application		<b>2. DATE SUBMITTED</b>	Applicant Identifier	
<input type="checkbox"/> Construction	Pre-application	<b>3. DATE RECEIVED BY STATE</b>	State Application Identifier	
<input type="checkbox"/> Non-Construction	<input type="checkbox"/> Construction	<b>4. DATE RECEIVED BY FEDERAL AGENCY</b>	Federal Identifier	
<input type="checkbox"/> Non-Construction	<input type="checkbox"/> Non-Construction			
<b>5. APPLICANT INFORMATION</b>				
Legal Name:		<b>Organizational Unit:</b>		
		Department:		
Organizational DUNS:		Division:		
<b>Address:</b>		<b>Name and telephone number of person to be contacted on matters involving this application (give area code)</b>		
Street:		Prefix:	First Name:	
City:		Middle Name		
County:		Last Name		
State:	Zip Code	Suffix:		
Country:		Email:		
<b>6. EMPLOYER IDENTIFICATION NUMBER (EIN):</b> □□-□□□□□□□□		Phone Number (give area code)		Fax Number (give area code)
<b>8. TYPE OF APPLICATION:</b> <input type="checkbox"/> New <input type="checkbox"/> Continuation <input type="checkbox"/> Revision If Revision, enter appropriate letter(s) in box(es) (See back of form for description of letters.) <input type="checkbox"/> <input type="checkbox"/> Other (specify)		<b>7. TYPE OF APPLICANT:</b> (See back of form for Application Types)  Other (specify)		
<b>10. CATALOG OF FEDERAL DOMESTIC ASSISTANCE NUMBER:</b>  TITLE (Name of Program): □□-□□□□		<b>9. NAME OF FEDERAL AGENCY:</b>		
<b>12. AREAS AFFECTED BY PROJECT</b> (Cities, Counties, States, etc.):		<b>11. DESCRIPTIVE TITLE OF APPLICANT'S PROJECT:</b>		
<b>13. PROPOSED PROJECT</b>		<b>14. CONGRESSIONAL DISTRICTS OF:</b>		
Start Date:	Ending Date:	a. Applicant		b. Project
<b>15. ESTIMATED FUNDING:</b>		<b>16. IS APPLICATION SUBJECT TO REVIEW BY STATE EXECUTIVE ORDER 12372 PROCESS?</b>		
a. Federal	\$ . <sup>00</sup>	a. Yes. <input type="checkbox"/> THIS PREAPPLICATION/APPLICATION WAS MADE AVAILABLE TO THE STATE EXECUTIVE ORDER 12372 PROCESS FOR REVIEW ON		
b. Applicant	\$ . <sup>00</sup>	DATE:		
c. State	\$ . <sup>00</sup>	b. No. <input type="checkbox"/> PROGRAM IS NOT COVERED BY E. O. 12372		
d. Local	\$ . <sup>00</sup>	<input type="checkbox"/> OR PROGRAM HAS NOT BEEN SELECTED BY STATE FOR REVIEW		
e. Other	\$ . <sup>00</sup>	<b>17. IS THE APPLICANT DELINQUENT ON ANY FEDERAL DEBT?</b>		
f. Program Income	\$ . <sup>00</sup>	<input type="checkbox"/> Yes If "Yes" attach an explanation. <input type="checkbox"/> No		
g. TOTAL	\$ . <sup>00</sup>			
<b>18. TO THE BEST OF MY KNOWLEDGE AND BELIEF, ALL DATA IN THIS APPLICATION/PREAPPLICATION ARE TRUE AND CORRECT. THE DOCUMENT HAS BEEN DULY AUTHORIZED BY THE GOVERNING BODY OF THE APPLICANT AND THE APPLICANT WILL COMPLY WITH THE ATTACHED ASSURANCES IF THE ASSISTANCE IS AWARDED.</b>				
<b>a. Authorized Representative</b>				
Prefix	First Name	Middle Name		
Last Name		Suffix		
b. Title		c. Telephone Number (give area code)		
d. Signature of Authorized Representative		e. Date Signed		



## **IV.B. Overview of Citizens Participation & Consultation**

### **I. DEVELOPMENT OF DRAFT PLANS**

To develop the Consolidated Plan and first year Action Plan, the City of Salem undertook a myriad of efforts to gather factual data and broad community input. Methods included requesting public service funding proposals, advertising for and conducting presentations at public hearings, targeted population meetings, neighborhood association meetings and focus groups, conducting stakeholder interviews and consultations and reviewing available reports and documents. Specifically, the following tasks were undertaken to solicit public input from residents, businesses, social service organizations and civic groups in order to identify needs that exist in Salem:

#### **A. Request for Public Services Funding Proposals**

On February 15, 2005, the City of Salem published a legal ad in the Salem Evening News requesting proposals for public services funding. Requests for Proposals were also mailed to all agencies who received or requested funding during the previous year. Proposals were received on March 7, 2005. A list of agencies submitting proposals is included in the FY06 Action Plan.

#### **B. Public Hearing**

On February 15, 2005, the City of Salem published the English/Spanish legal ad in the Salem Evening News. English/Spanish notice was posted at City Hall & City Hall Annex on 2/15/05. Copies of posting were provided to the Salem Public Library, Salem Council on Aging and the Salem Housing Authority for posting. An English/Spanish Community Bulletin Board request was given to Salem Access Television on 2/10/05. A press release was sent to the Salem Evening News indicating the public hearing and presentation schedule (article was published 2/28/05). The public hearing notice was placed on <www.salem.com> on 2/10/15.

#### **C. Presentations**

Advertisement included:

Community Bulletin Board request given to Salem Access Television  
Posting at City Hall and City Hall Annex and on <www.salem.com>

An English/Spanish schedule of Consolidated Plan presentations with a cover letter from either the Mayor or the DPCD Director (asking recipients to post, distribute and attend) were mailed to:

- ♦ All public service agencies currently receiving CDBG public service funding (25 agencies)
- ♦ All City Department Heads
- ♦ Beverly Cooperative Bank
- ♦ Chamber of Commerce

- ♦ Citizens Advisory Committee members
- ♦ City Councillors
- ♦ Commission on Disabilities
- ♦ Fairweather Apartments
- ♦ Jefferson at Salem management office for posting in each building
- ♦ Main Streets Initiative
- ♦ N. S. HOME Consortium
- ♦ Neighbor to Neighbor
- ♦ Point Neighborhood Association
- ♦ Salem Public Library
- ♦ Salem Housing Authority
- ♦ Salem Council on Aging
- ♦ Salem Housing Authority Tenants Association
- ♦ Salem Housing Authority (director's office for posting at each SHA complex)
- ♦ Salem Partnership
- ♦ Salem Heights
- ♦ Salem Health Department
- ♦ Salem State College Enterprise Center
- ♦ Salem Five
- ♦ Shetland Properties
- ♦ South Salem Neighborhood Association
- ♦ Ward 4 Neighborhood Association

The schedule was also included in the February newsletter of Salem H.O.P.E.

Economic Development Focus Group flyers were mailed directly to North Shore Career Center and Salem Harbor CDC and to several banks, realtors, and developers, as well as provided to the Salem Chamber of Commerce, Salem Partnership, and the Main Streets Initiative via mail and e-mail for dissemination to their members.

Housing Focus Group flyers were mailed to social services agencies (including housing agencies such as Salem Mission, Habitat for Humanity, NSCAP and Salem Harbor CDC). They were also mailed directly to several banks, realtors, attorneys and developers.

The chart below illustrates the focus groups, neighborhood association meetings and target population presentations that were conducted during March, 2005. Each included a Powerpoint Presentation which explained the funding programs, followed by a group discussion utilizing flip

charts to record comments on needs, priorities and suggested activities. All participants were provided a Public Participation Guidebook.

**Community Meeting Schedule**

Date/Time	Location	Target Population
Tuesday, March 1, 2005, 6:00 p.m. Public Hearing	City Hall Annex, 120 Washington St., 3rd Floor	General public ~ Spanish translation provided
Monday, March 7, 2005, 6:00 p.m.	Beverly Cooperative Bank Community Room, 73 Lafayette St.	Homeowners/tenants/businesses ~ hosted by Point Neighborhood Association ~ Spanish translation provided
Tuesday, March 8, 2005 2:00 p.m.	Salem Five Cents Savings Bank, Community Room, 210 Essex St., Lower level	Economic Development Focus Group ~ Businesses, banks, realtors, developers, & interested persons
Tuesday, March 8, 2005, 7:00 p.m.	Salem State College, Enterprise Center, Central Campus	Homeowners/tenants/businesses ~ hosted by South Salem Neighborhood Association
Wednesday, March 9, 10:30 a.m.	Salem Council on Aging, 5 Broad Street	Senior citizens
Wednesday, March 9, 2005, 2:00 p.m.	City Hall Annex, 120 Washington Street, 3 <sup>rd</sup> Floor	Affordable Housing Focus Group ~ Service providers, banks, developers realtors & interested persons
Thursday, March 10, 2005, 9:00 a.m.	City Hall Annex, 120 Washington Street, 3 <sup>rd</sup> Floor	Non-profit social service agencies ~ sponsored by Salem H.O.P.E.
Thursday, March 10, 2005, 7:00 p.m.	Salem Housing Authority, 27 Charter Street	Salem Housing Authority tenants ~ hosted by Salem Housing Authority Tenants Association
Tuesday, March 15, 2005, 4:00 p.m. Commission on Disabilities Public Meeting	Salem Access Television, 285 Derby Street	Persons with disabilities, service providers ~ hosted by Salem Disabilities Commission
Tuesday, March 15, 2005, 7:00 p.m.	AOH, 104 Boston Street	Homeowners/tenants/businesses ~ hosted by Ward 4 Neighborhood Association

**D. Consultations & Interviews****i. Consultations were conducted with:**

Carol McGown, Debra Tucker & Jacqueline Guzman, Salem Housing Authority

James Haskell & Nelly Matos, Salem Harbor CDC

Linda Reilly, Salem Mission

Roger Herzog, CEDAC

Linda Elworthy & Sharon Felton, Salem Council on Aging

Department Heads: A meeting was conducted in which ten city departments were represented.

ii. Telephone interviews were conducted with:

Kevin Hurley, N.S. HOME Consortium  
 Evelyn Borish-Wayson, Salem Mission  
 Mark Whitmore, North Shore Career Center  
 Marjorie St. Paul, Lynn Shelter Association  
 Candace Waldron, Help for Abused Women and Their Children  
 Peg Tiberio, HAWC  
 Kim Boyd, Citizens for Adequate Housing Inc.  
 Roz Hurwitz, Morgan Memorial Goodwill Industries  
 Jesus Geliga, Strongest Link AIDS Services, Inc.  
 Mr. Sacher, Department of Mental Health

## **II. MEETING SUMMARIES**

Community Opportunities Group, Inc. (COG) facilitated each of the ten public presentations. All attendees were provided with a Public Participation Guidebook. Representatives from COG provided a PowerPoint presentation which gave an overview of the 5-Year Consolidated Plan and Action Plan process and described the types of activities eligible for CDBG and HOME funding. Participants were asked a series of questions related to housing affordability, suitability for a variety of households, quality and condition, and discrimination as well as other community development questions. Questions posed included the following:

- Housing needs: What do you think are some of the housing needs people face in Salem today? Who is most affected by them? Have the City's housing needs changed while you've lived here? If so, how are they different? Why do you think these needs exist?
- What works – or doesn't work?: What are some of the organizations that work to address housing needs in Salem? What have they done or are trying to do to help address some of these needs? In your opinion, have they been successful? Why? Have any efforts or strategies been unsuccessful? Why?
- Housing affordability: Do you think it is possible to create affordable housing in Salem today? What conditions make it difficult to create affordable housing in Salem? Do you think it is hard to keep low-cost housing affordable to people who need it? Why?
- Fair housing: Do you think some people are discriminated against when looking for housing in Salem? Why are they discriminated against? In what ways do people discriminate against them? What would you do if you or a friend were a target of discrimination? Do you think the City or other organizations in the region have been effective in helping to reduce housing discrimination?
- Poverty: "Poverty" means individuals and families with extremely low incomes. Agencies do not define poverty the same way, but for our purposes, "poverty" can be thought of as a family of three with an income of about \$15,000. Does poverty exist in Salem? What do people need to get out of poverty? What steps do you think the City could take to help reduce poverty in Salem?

- Roles & responsibilities: City government can't solve all of these problems on its own. How could Salem residents, businesses, non-profit agencies, colleges and public schools, and other organizations help to address some of the City's housing and community development needs?

The following is a summary of the responses received at each meeting.

### **March 1**

#### **PUBLIC HEARING #1 (11 attendees)**

Participants said affordable housing is a critical issue in Salem. They identified needs such as decent, suitable housing that is affordable to low-income single people, a population identified as particularly under-served. Some participants expressed concern about the housing quality in Salem's rental units, noting that while Section 8 vouchers help low-income renters afford their monthly rent and utilities, the units are not necessarily maintained well. They also said that units affordable to Section 8 tenants are often located in unsafe neighborhoods. Considerable support was expressed for the City's housing rehabilitation program and housing programs provided by the Salem Harbor CDC. Residents said offering incentives to developers to create affordable housing would be a good idea.

Participants were asked about housing discrimination, poverty, and the City's role in addressing community development needs. Regarding housing discrimination, they said there is some degree of steering by real estate agents and that brokers are reluctant to market properties in certain locations or neighborhoods. In general, participants described housing discrimination as "subtle" in Salem and they said it is more common in the rental market, especially against families with children because of landlord fears about lead paint. As for poverty, participants agreed that it is a significant problem for Salem. They talked about the City's homeless and expressed concern that estimates of homelessness do not account for situations such as people living in unfinished basements or attics or doubling and tripling up in order to secure a place they can afford. Finally, they said the City does a great deal to meet housing and community development needs, alone or in partnership with other organizations.

### **March 7**

#### **NEIGHBORHOOD MEETING HOSTED BY THE POINT NEIGHBORHOOD ASSOCIATION (14 attendees)**

Residents agreed that it is increasingly difficult for residents to remain in Salem due to escalating rents. Some residents are spending 60-70% of their income on housing. Residents of this area believe an affordable range for "Point" residents would be \$700-\$950/month not \$1,100-\$1,500 that they currently pay. Those living in the Point Neighborhood would like to see an increase in social services including ESL and job training, programs to address poverty, as well as an increase in police patrols and infrastructure improvements. Better, affordable housing opportunities and increased and improved public services would help residents of the Point Neighborhood area. Infrastructure and public improvements some residents would like to see include a pedestrian light at Dow/Washington/Lafayette, a landlord lighting program for alleyways and lighting at MaryJane Lee Playground.

**March 8****ECONOMIC DEVELOPMENT FOCUS GROUP (5 attendees)**

Members of Salem's business community noted that Salem's retail and tourism economy is very strong, especially during the months of May through the end of October (Halloween season), however, it is lacking during the winter months. Some believe that Salem has seen an increase of vacancies in office space throughout the city - was this really said about office space? Some believe the loss of industry and manufacturing jobs is causing some to move out of Salem because they can no longer afford the high housing costs in the city. Attendees stated that the City of Salem should continue to support downtown improvement programs as well as infrastructure improvements to strengthen its economy. Those present at the Economic Development Focus Group agreed that there was a considerable need for job training and ESL training to better meet the needs of Salem's workforce. There seems to be a gap in skills for the jobs available and Salem's trained workforce. Continued support of the Workforce Improvement Board will help individuals develop and access services to foster workforce development will help improve Salem's economy.

**March 8****NEIGHBORHOOD MEETING HOSTED BY THE SOUTH SALEM NEIGHBORHOOD ASSOCIATION (8 attendees)**

Residents agreed that there was a significant increase in the number of condominiums in the city which have contributed to the loss of rental housing within Salem. They believed that the number of affordable rental units in Salem is dwindling, resulting in the instability of low-income housing. Low-income housing is being replaced with high end rental units. Some believe that the number of multi-family units that are turning into condominiums is dramatically changing the make-up of Salem's neighborhoods. Residents indicated that there will be an increased need for elderly housing and services in Salem as the baby boomer population ages. An increase in social services for the elderly and people living in poverty would be very beneficial. Education, transportation, and better job opportunities are necessary to help those living in poverty in Salem get out of poverty. Infrastructure and public facility improvements that some residents would like to see include a second playground at Rainbow Terrace, a playground at Garden Terrace, a pocket park between Canal and Lafayette Streets, increased snow emergency parking in dense neighborhoods, fence installation near the water at Pioneer Terrace, more trash receptacles in the Point Neighborhood and at bus stops, and improved pedestrian crossing at Saltonstall School and at McDonalds.

**March 9****SENIOR CITIZEN/COUNCIL ON AGING MEETING (23 attendees)**

Seniors at the Council on Aging meeting indicated that there was not enough affordable, low-income housing available for the elderly population of Salem. Many expressed that there is an increased need for multi-unit elderly housing. Fixed incomes make it difficult for senior citizens to decide what to spend their income on; some believe that the elderly may go without food in order to maintain their home. An increase in programs to help subsidize home repairs would be helpful to the elderly population of the city. There is a large number of elderly living in Salem, many need help with housing costs as well as medical expenses. Participants at the meeting agreed that they would like to

see a new Senior Center built in the city. Seniors expressed their gratitude for the services they currently receive at the Senior Center and noted that having a Senior Center to go to is a highlight of their day.

**March 9****AFFORDABLE HOUSING FOCUS GROUP (6 attendees)**

Those present at the Affordable Housing Focus Group agreed that many of the social service agencies available not only in Salem but also in the surrounding region are at or over capacity for services they can provide the homeless and those living in poverty. There is an extreme need for funds to help support not only their programs but also the costs associated with running the program, i.e., staffing needs, building maintenance, and emergency needs. It is becoming more and more difficult to provide services for those in need as a result of budget cuts. Many social service agencies are seeing a shift in clientele. Shelters are seeing an increase in the number of persons who simply can't make ends meet as a result of job loss or a reduction in the number of hours thus, losing housing and relying on assistance provided by shelters. Assistance provided by the shelter is helpful but limited. Agencies agree that there is a drastic need for an increase in funding to help not only the extremely poor but also for those who "fall through the cracks" because they may be just above service requirements.

**March 10****SALEM H.O.P.E MEETING (19 attendees)**

All agreed that there was a significant need for subsidized housing in addition to affordable housing, as well as a need for not only 1-bedroom subsidized and affordable units but also a need for larger 2- and 3-bedroom units. The homeless population in Salem is most affected by the rising housing costs within the city. There is a need for additional opportunities for low-income persons in need of assistance for solving their housing needs. Many residents who are living in poverty are in need of ESL and job training services, better access to transportation, and money management programs to help people understand how to manage their money effectively. Improved housing opportunities and better job opportunities would greatly assist those living in poverty as well as the homeless population of Salem.

**March 10****SALEM HOUSING AUTHORITY TENANTS ASSOCIATION (19 attendees)**

Participants in the Housing Authority Tenants Association meeting said the City needs more low-income housing, especially for families. They commented on the City's recent "high end" condominium development and noted that nothing new is being developed for people with lower incomes. They said they were concerned about this because the City's home prices have increased significantly in the past few years. There was also some discussion about security issues in Salem, particularly at 27 Charter Street. The participants said that ideally, they would like 24-hour security at this apartment building, but especially at night. They said that sometimes false fire alarms are pulled and the outside door closes too slowly, so non-residents might be able to squeeze in when they are not supposed to. The surveillance camera needs to be adjusted at this location as well. They



added that residents at 27 Charter Street need to be re-informed of the property's security policies and should not be letting strangers into the building. They added that 27 Charter Street needs more parking to accommodate residents and their visitors. People coming to the building to provide personal services to residents do not have a place to park. Other topics of discussion included housing discrimination, poverty and general (non-housing) community development needs.

Participants said housing discrimination in Salem affects minorities, especially Hispanic and black households, families with children, and the elderly. As for the incidence of poverty in Salem, participants felt that programs such as the free breakfast and lunch program are important to provide nutrition for children who may not have adequate food at home. In addition, they said the City should offer a program to help elderly people with tax payments so they can stay in their own homes.

One participant said that many seniors survive on as little as \$700 per month in Social Security income. Regarding non-housing community development needs, the participants noted that the City needs more public restrooms for tourists, and more park benches to rest on along Essex Street (downtown area) and at the lighthouse as well as handicapped parking at public housing projects and handicapped access at Lee Fort Terrace. They expressed concern about vandalism at the Salem Common and thought the City needed to provide more police presence on Essex Street.

### **March 15**

#### **SALEM COMMISSION ON DISABILITIES MEETING (7 attendees)**

Commission member comments included that the Salem Housing Authority should offer more disabled supportive housing, noting that the current supportive house has been very successful because people are able to network and create a sense of community. They felt that safety is a key issue, that the location for disabled housing must be safe and there needs to be adequate lighting outside for walking, transportation, and handicapped parking. They stated that family housing is a high priority need, noting that the common assumption or perception is that the disabled family member is an adult. Often housing does not take into consideration disabled children or adult-children living with parents and that there is no housing exists for these families.

It was noted that none of the new condos are affordable or handicapped accessible. Members stated that the age of Salem's infrastructure is a large barrier. For example, curb cuts and elevators do not already exist as they do in other newer cities. The city needs to continue to expend funds to updating these older buildings and make them ADA compliant. It was also stated that public housing doesn't include sufficient parking to accommodate the needs of its disabled residents. Nurses, home health aides and other caretakers are reluctant to visit some of the disabled visitors because they have received parking tickets in the past. Several resources exist for persons with disabilities including the Independent Living Center which provides valuable services. There is also the MA Commission for the Blind, which serves the 300 sight-impaired persons living in Salem and which has conducted sensitivity training around disabilities issues with local businesses. Currently, the Commission is looking at making banks, stores and theaters more accessible for tourists and residents—such as the use of automatic doors and it was suggested that businesses should work with the City and the Commission more. They need to make sure their sidewalks are cleared wide enough to accommodate wheelchairs, which will make businesses more user-friendly. They noted that the Building Department has been very cooperative with making buildings accessible.

The Salem Police Department has a reverse 911 computer system that registers the caller's disability on the computer screen when a disabled person calls for help. This system needs to be updated. A Reverse 911 system throughout the community will make disabled residents feel more secure and part of the community. This system allows the city to be very pro-active. It can enable city safety officials to do "check-ins" with disabled people. For example, every senior can be called to notify them of upcoming health fair or other events or can alert all neighbors of fires. 19% of Salem's population is disabled; many do not know that services exist. Previously, the Salem Police Department had a Community Affairs Officer that increased the community's comfort level with the police. However, this position was cut because of budget constraints, resulting in a loss of community contact with the Police.

Members stated that parking space demarcations need to be made more visible and suggested the use of available space in school buildings for housing. Members stated that they are not aware of discrimination complaints from the elderly regarding the Housing Authority, but noted that some seniors have the mindset that if they complain they will be kicked out. This perception may be carried over from years ago. Education about the housing system is needed to change these misperceptions among Salem seniors. Some people are scared away from reporting discrimination by lengthy, intimidating legal process. Members also noted that housing prices forcing young people out of community—weakening strength of the community. They would also like to see marketing of the disability database.

**March 15****NEIGHBORHOOD MEETING HOSTED BY WARD 4 NEIGHBORHOOD ASSOCIATION  
(12 attendees)**

Attendees discussed the decline in the number of multi-family properties in Salem. The conversion of multi-family homes into condominiums is reducing the number of affordable rental units creating less diverse neighborhoods. Some participants believe there are a large number of people living in poverty as a result of the loss of manufacturing jobs as well professional level jobs within the region. Housing costs within Salem are increasing whereas incomes are largely flat. Residents agreed that the City of Salem needs to continue to address the affordable housing needs.

**June 16****PUBLIC HEARING #2 (13 attendees)**

This second public hearing was an opportunity for the public to comment on drafts of the 5-Year Consolidated Plan and FY06 Action Plan. Members of the Citizens Advisory Committee attended along with City Council members, representatives from social service agencies and Salem residents. The public was encouraged to provide written comment before the end of the comment period on July 7, 2005. After a brief presentation of the city's proposed activities and expenditures for fiscal year 2006, the hearing was opened up for questions and answers. The following details responses to questions and comments from attendees.

The Department of Planning and Community Development (DPCD) has recently received funds through an Agreement with a developer and will be moving forward with an affordable housing plan.

A new code enforcement program will be implemented this year and will include the hiring of a full-time code enforcement officer who will be funded through block grant funds. S/he will issue citations to properties with building code violations. Concurrently, the officer will work with the city's Housing Coordinator to inform the landlords that the housing rehabilitation program can assist them with making the units decent, sanitary and safe. As part of the assistance agreement, the units will remain affordable to low and moderate-income households for a fixed year period. The code enforcement will be targeted to low- and moderate-income areas. The citations alone will not bring about affordability, but the rehabilitation of units will directly benefit low- and moderate-income residents. It was noted that the rehab cost will be higher with this program, resulting in a lower number of units rehabbed annually. One participant preferred that housing programs target households below 30% of median income, even though fewer units would be assisted.

City representatives stated that the First Time Homebuyer Program is fully active. However, as a result of losing two housing staff members, the rehabilitation program has been only handling emergency cases. The DPCD is now taking applications and is in the process of hiring a new Housing Coordinator. Once the coordinator is hired, cases from the waiting list will be opened. In response to a question, it was noted that DPCD has provided the Housing Coordinator job description to several social service agencies with high minority clientele, have done other outreach, and would appreciate any specific suggestions on outreach to minorities. At this time, the Department has two bi-lingual staff.

One participant noted that if a housing unit is rehabilitated, then the property value may increase, potentially resulting in increased property taxes and increased rent. The participant questioned whether there is a way for the city to acknowledge good landlords and give them a break or an incentive to expand their markets. It was noted that some cities have taken the affordable housing restriction into consideration when valuing the property, as another landlord incentive to rehab the property.

One participant stated that renters are being displaced by the conversion of older, large rental properties to condominiums and questioned what can be done to help these residents. It was suggested that the city work with the Salem Harbor CDC to assist residents in purchasing the units they were renting. Also, the city can help these residents through its first-time home buyer assistance program that is funded by the CDBG program. The city could consider offering a buy-down assistance program, which leverages an affordable housing restriction and secures long-term affordability. The city can also look into other funding sources besides CDBG to begin such a program.

One participant questioned if the city provide tenant-based rental assistance with CDBG money. City representatives stated that CDBG regulations do not provide for tenant-based rental assistance. Salem has several agencies that receive funds for first and last month's rent and security deposits for renters utilizing HOME funds.

One participant stated that Point Neighborhood representatives met with the Mayor several years ago and asked him to increase funding of affordable housing activities to 50% of the federal allocation. She stated that they are very pleased that the city has gone from 42% last year to 51% in housing dollars for FY06. She noted that it has been clear throughout this process that the city has made a sincere effort to address the needs of its lowest income residents. She added that due to the City's response to their concerns, that the Point Neighborhood Association does not need to meet with the Assistant Community Development Director this year, as has been typically done.

One city councilor noted that he was pleased that the city plans to address the Loring Avenue fire station handicapped accessibility.

One participant stated that they felt infrastructure improvements in low- and moderate-income (LMI) neighborhoods, such as street repaving and crosswalks, should be funded through the tax-base and not CDBG and that CDBG funds would best be used for other projects instead of streets.

It was noted that funds from FY05 that were un-programmed will be used to address some of the needs identified in the public participation process. For example, the city has already started a bike patrol, which was one of the ideas that came out of the Point Neighborhood Association Meeting and has set aside funding for the fence at Pioneer Terrace and for handicapped parking signs.

One participant stated that he would like to see more money put into the intersection at Lafayette and Harbor Streets for pedestrian safety. It was noted that the city has an engineering firm doing a study of the intersection.

One participant stated that more lights are needed at Lafayette Park, particularly during the summer, when many people congregate there at night. DPCD will be funding design work for improvements to Lafayette Park.

One participant stated that in the Consolidated Plan, the city reminds us of some of the great resources that we have and thanked the city for doing such a fine job, adding that they really enjoyed reading it. He added that the Storefront Improvement Program is an excellent resource for businesses, especially along the Canal Street corridor, but noted that \$5,000 will not stretch far. City representatives noted that the city has carry-over money from the current year for the program. It was also noted that the City's Design Guidelines Manual goes hand-in-hand with the program to assist business owners.

One city councilor noted that he would like to see a Canal Street Master Plan and that Ward 5 would be well served to create some vision for it and address needs with a long-term perspective. City representatives noted that they have started on pieces of the Point Neighborhood Master Plan with the St. Joseph's re-use study and the upcoming historic resource survey funded with matching funds from Massachusetts Historical Commission. The North River Corridor Master Plan is complete. In upcoming years, the city could consider the Canal Street neighborhood as well as the Bridge Street area.

The attendees were thanked for their comments and informed that the planning and community development office will be going before the City Council for the Mayor's authorization to submit the

federal application. Following the comment period and the review of the public comments received, the plan will be finalized and submitted to HUD.

### **III. AVAILABILITY OF DRAFT PLANS**

Subsequent to the development of the draft 5 Year Consolidated Plan and FY06 Action Plan, the following tasks were undertaken to notify the public of availability and to obtain public comment on the draft plans.

#### **A. Availability Advertisement & Public Hearing & City Council**

Availability of plans, notice of 30 day comment period & Public Hearing - English/Spanish legal ad was published June 3, 2005. Notice was posted at City Hall and City Hall Annex and on [www.salem.com](http://www.salem.com). Notices were provided to the Salem Public Library, Salem Council on Aging and the Salem Housing Authority, were mailed to a representative of the Salem Housing Authority Tenants Association, Ward 4 Neighborhood Association, Point Neighborhood Association and South Salem Neighborhood Association and were emailed to several social service agencies. Notices were also distributed at the Salem H.O.P.E. meeting of June 9, 2005. An English/Spanish Community Bulletin Board request was given to Salem Access Television on June 2, 2005

Copies of the plans were provided to the Salem City Council on June 6, 2005. Copies of the plans were mailed to the members of the Citizens Advisory Committee on June 7, 2005. Copies of the plans were provided to the Salem Housing Authority and Salem Public Library.

The public comment period commenced on June 8, 2005 and ended on July 7, 2005.

A public hearing was held on June 16, 2005 at City Hall Annex which included the Citizens Advisory Committee who commented on the draft plans

On June 20, 2005, the Salem City Council Committee on Administration and Finance discussed the plans with the Director of Planning and Community Development and the Assistant Community Development Director. The City Council approved the application for FY06 funding and the expenditure of these funds at its meeting of June 23, 2005.

#### **B. Citizens Advisory Committee**

The Citizens Advisory Committee (CAC) is a group of individuals appointed by the Mayor. The CAC usually includes one City Councilor and one or more of the following: representative(s) from low/mod neighborhoods, representative of a non-profit agency, disabled person, elderly person, minority person, representative of a Salem business, person on public assistance, and/or public employee (i.e. police officer, teacher) and/or other interested Salem residents. The group reviews funding requests received by nonprofit social services agencies and makes funding recommendations. The CAC also reviews and comments on the draft Consolidated Plan.

This year's appointed members are:

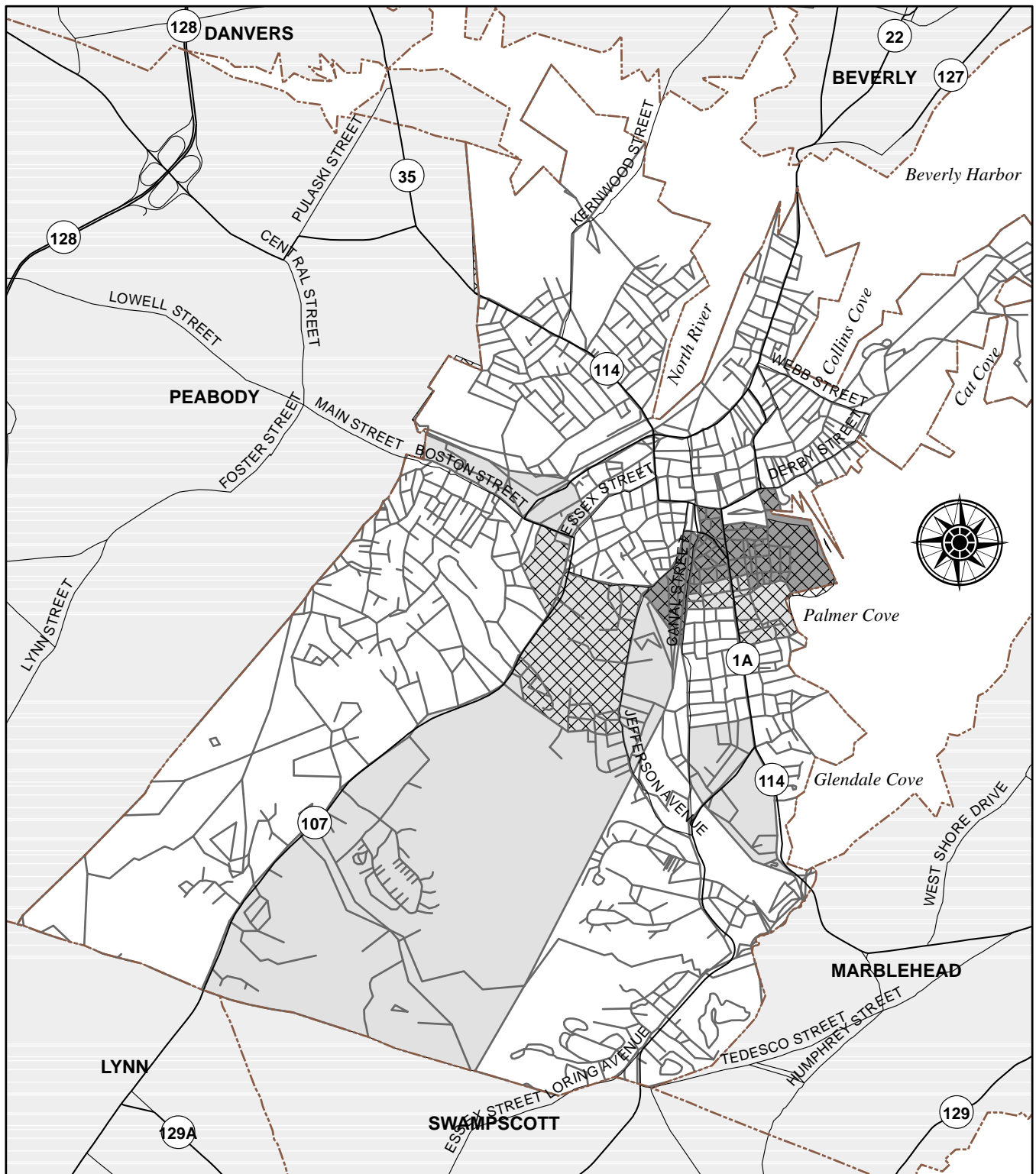
Lucy Corchado - City Councillor, minority & Point Neighborhood resident  
Peter LaChapelle - public employee  
Lt. Conrad Prosniewski - Police Officer  
Jean Levesque - Asst. ADA Coordinator for City of Salem, senior citizen  
Betsy Merry – Non-profit organization representative, business representative, local realtor  
Jack Harris - Salem Disabilities Commission member  
Kathy Harper - Salem Historical Commission representative, carpenter  
Rev. Gail Seavey - Salem Affordable Housing Coalition  
Nestor Grullon - Minority, Point Neighborhood representative

Throughout the Consolidated Plan development, agencies that have been represented at one or more public meetings or have been consulted with include:

Catholic Charities  
Citizens for Adequate Housing  
Drumlin Group  
First Universalist Church  
Haven From Hunger  
Help for Abused Women & their Children  
Historic Salem, Inc.  
Independent Living Center  
Lynn Shelter Association  
Massachusetts Rehabilitation Commission  
MA Commission for the Blind  
MA Dept. of Mental Health  
Morgan Memorial Goodwill Industries  
Neighbor to Neighbor  
North Shore Career Center  
North Shore Community Action Programs  
North Shore Elder Services  
North Shore HOME Consortium  
Partners Home Care  
Salem Assessors Office  
Salem Board of Health  
Salem Building Inspector Department  
Salem City Council  
Salem Commission on Disabilities  
Salem Council on Aging  
Salem Department of Open Space  
Salem Department of Planning & Community Development  
Salem Public Services Department  
Salem Family Health Center  
Salem Fire Department  
Salem Harbor CDC  
Salem Health Dept.  
Salem H.O.P.E.  
Salem Hospital  
Salem Housing Authority  
Salem Housing Authority Tenants Assoc.  
Salem Mayor's Office  
Salem Mission  
Salem Park & Recreation Department  
Salem Parking Department  
Salem Point Neighborhood Association  
Salem Probation  
Salem YMCA  
South Salem Neighborhood Association  
St. Joseph's Food Pantry  
Strongest Link AIDS Services, Inc.  
Ward 4 Neighborhood Association

## IV.C. Maps





## LEGEND

--- City/Town Line

### ROADWAYS

— Interstate

— Federal

— State

— Major Road/Collector



Environmental Justice Population

### MINORITY POPULATION

4% - 14.5%

14.6% - 26%

26.1% - 68%

0 0.25 0.5 1 Miles

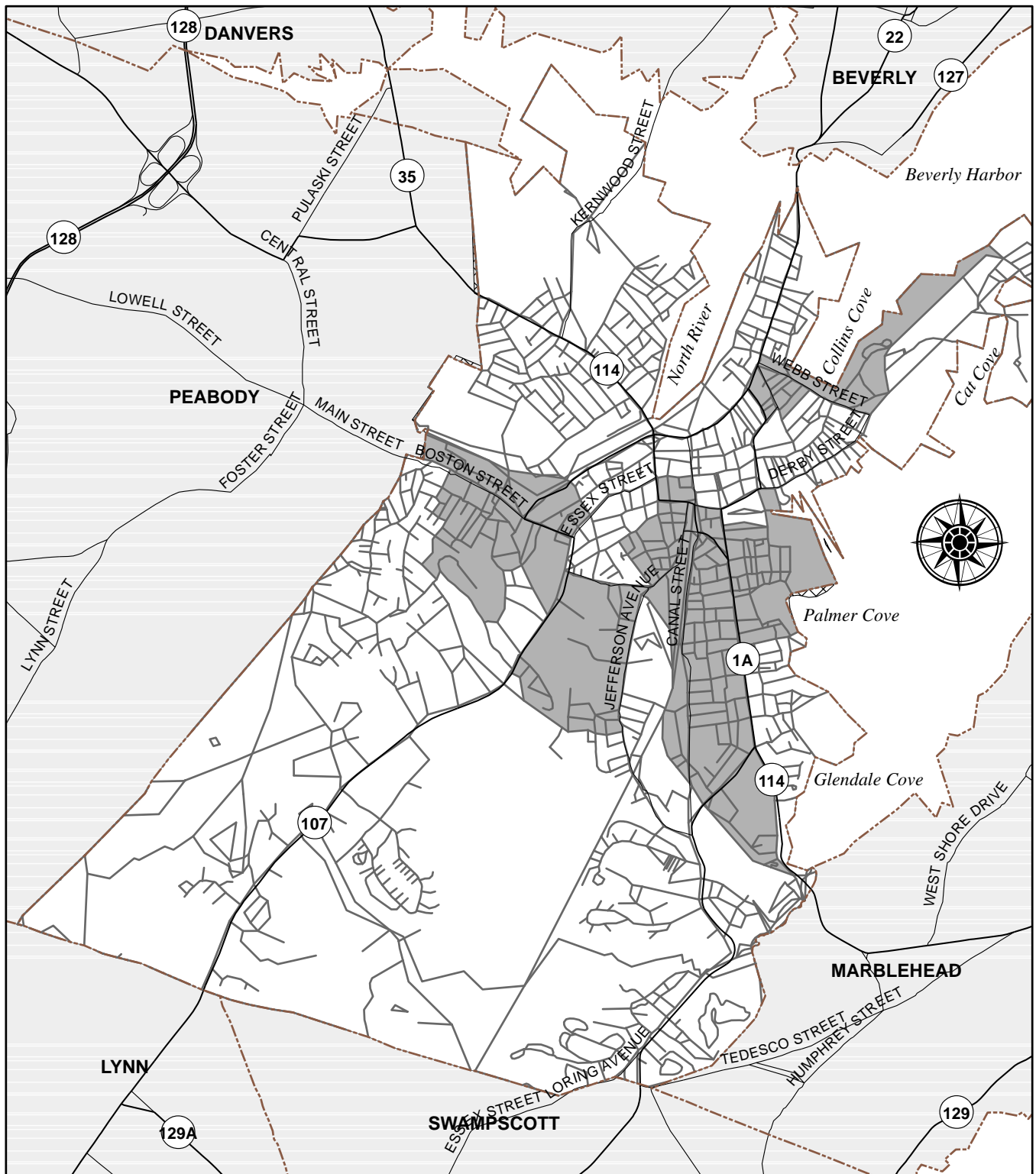
## Minority Concentration Areas

# CITY OF SALEM

## Five-Year Consolidated Plan



Community Opportunities Group, Inc.  
Boston, Massachusetts



## LEGEND

--- City/Town Line

### ROADWAYS

— Interstate

— Federal

— State

— Major Road/Collector

0 0.25 0.5 1 Miles



Environmental Justice Population

### LOW-MOD CONCENTRATION AREAS

□ Below 51% Low-Mod

■ 51%+ Low-Mod

## Low- and Moderate-Income Areas

# CITY OF SALEM

## Five-Year Consolidated Plan



Community Opportunities Group, Inc.  
Boston, Massachusetts

IV.D. CPMP Needs Tables

Housing Needs Table				Grantee:		Only complete blue sections. Do NOT type in sections other than blue.																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																															
---------------------	--	--	--	----------	--	---	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--

Housing Needs Table				Grantee:		Only complete blue sections. Do NOT type in sections other than blue.																Priority Need?	Plan to Fund?	Fund Source	Households with a Disabled Member		Dispropo rtionate Racial/ Ethnic Need?	# of Househ olds in lead- Hazard Housing	Total Low Income HIV/ AIDS Population
				3-5 Year Quantities														% of Goal											
				Current % of House- holds	Current Number of House- holds	Year 1		Year 2		Year 3		Year 4*		Year 5*		Cumulative													
Goal	Actual	Goal	Actual			Goal	Actual	Goal	Actual	Goal	Actual	Goal	Actual																
Household Income > 30 to <= 50% MFI	Renter	Elderly	NUMBER OF HOUSEHOLDS	100%	395																100%	153	N	2912					
			With Any Housing Problems	55.4	219										0	0	####	H				48.5	74						
			Cost Burden > 30%	52.9	209										0	0	####	M											
			Cost Burden >50%	12.7	50										0	0	####	H											
		Small Related	NUMBER OF HOUSEHOLDS	100%	528																			Y					
			With Any Housing Problems	60.4	319										0	0	####	H											
			Cost Burden > 30%	58.5	309										0	0	####	M											
			Cost Burden >50%	1.9	10										0	0	####	H											
		Large Related	NUMBER OF HOUSEHOLDS	100%	100																			Y					
			With Any Housing Problems	66	66										0	0	####	H											
			Cost Burden > 30%	34	34										0	0	####	M											
			Cost Burden >50%	0	0										0	0	####	H											
		All other hshld	NUMBER OF HOUSEHOLDS	100%	517																			Y					
			With Any Housing Problems	86.8	449										0	0	####	H											
			Cost Burden > 30%	82.2	425										0	0	####	M											
			Cost Burden >50%	24	124										0	0	####	H											
	Owner	Elderly	NUMBER OF HOUSEHOLDS	100%	391																			N					
			With Any Housing Problems	40.2	157										0	0	####	M											
			Cost Burden > 30%	40.2	157										0	0	####	M											
			Cost Burden >50%	12.3	48										0	0	####	M											
		Small Related	NUMBER OF HOUSEHOLDS	100%	115																			N					
			With Any Housing Problems	55.7	64										0	0	####	M											
			Cost Burden > 30%	55.7	64										0	0	####	M											
			Cost Burden >50%	47	54										0	0	####	M											
		Large Related	NUMBER OF HOUSEHOLDS	100%	48																			N					
			With Any Housing Problems	100	48										0	0	####	M											
			Cost Burden > 30%	91.7	44										0	0	####	M											
			Cost Burden >50%	70.8	34										0	0	####	M											
		All other hshld	NUMBER OF HOUSEHOLDS	100%	139																			N					
			With Any Housing Problems	92.8	129										0	0	####	M											
			Cost Burden > 30%	92.8	129										0	0	####	M											
			Cost Burden >50%	41	57										0	0	####	M											

Housing Needs Table				Grantee:		Only complete blue sections. Do NOT type in sections other than blue.																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																		</
---------------------	--	--	--	----------	--	---	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	----

Jurisdiction						
Housing Market Analysis						
<i>Complete cells in blue.</i>						
Housing Stock Inventory	Vacancy Rate	0 & 1 Bedroom	2 Bedrooms	3+ Bedroom	Total	Substandard Units
<b>Affordability Mismatch</b>						
Occupied Units: Renter		3634	3656	1555	8845	1342
Occupied Units: Owner		530	3007	4964	8501	0
Vacant Units: For Rent	3%	41	199	4	244	39
Vacant Units: For Sale	1%	0	20	49	69	0
Total Units Occupied & Vacant		4205	6882	6572	17659	1381
<b>Rents: Applicable FMRs (in \$s)</b>		1,077	1,266	1,513		
<b>Rent</b> Affordable at 30% of 50% of MFI (in \$s)		775	930	1,075		
<b>Public Housing Units</b>						
Occupied Units		495	108	104	707	0
Vacant Units		5	1	2	8	0
Total Units Occupied & Vacant		500	109	106	715	0
<b>Rehabilitation Needs (in \$s)</b>		423,455	1,616,949	1,619,596	3,660,000	

## Continuum of Care Homeless Population and Subpopulations Chart

Part 1: Homeless Population		Sheltered		Un-sheltered	Total	Jurisdiction														
		Emergency	Transitional			Data Quality														
1. Homeless Individuals		66	0	2	68	(N) enumerations	▼													
2. Homeless Families with Children		5	0	0	5															
	2a. Persons in Homeless with Children Families	14	0	0	14															
Total (lines 1 + 2a)		80	0	2	82															
Part 2: Homeless Subpopulations		Sheltered		Un-sheltered	Total	Data Quality														
1. Chronically Homeless		48		2	50	(N) enumerations	▼													
2. Severely Mentally Ill		10		0	10															
3. Chronic Substance Abuse		23		0	23															
4. Veterans		9		0	9															
5. Persons with HIV/AIDS		1		0	1															
6. Victims of Domestic Violence		17		0	17															
7. Youth (Under 18 years of age)		10		0	10															
Part 3: Homeless Needs Table: Individuals		Needs	Currently Available	Gap	5-Year Quantities										Total			Priority H, M, L	Plan to Fund? Y N	Fund Source: CDBG, HOME, HOPWA, ESG or Other
					Year 1		Year 2		Year 3		Year 4		Year 5							
					Goal	Complete	Goal	Complete	Goal	Complete	Goal	Complete	Goal	Complete	Goal	Actual	% of Goal			
Beds	Emergency Shelters	68	36	32	0	0	0	0	0	0	0	0	0	0	0	0	####	L	N	
	Transitional Housing	50	20	30	0	0	0	0	0	0	0	0	0	0	0	0	####	M	N	
	Permanent Supportive Housing	68	0	68	21	0	0	0	0	0	0	0	0	0	21	0	0%	H	Y	HOME
	Total	186	56	130	0	0	0	0	0	0	0	0	0	0	0	0	####			
Chronically Homeless																				



Part 4: Homeless Needs Table: Families		Needs	Currently Available	Gap	5-Year Quantities										Total			Priority H, M, L	Plan to Fund? Y / N	Fund Source: CDBG, HOME, HOPWA, ESG or Other
					Year 1		Year 2		Year 3		Year 4		Year 5							
					Goal	Complete	Goal	Complete	Goal	Complete	Goal	Complete	Goal	Complete	Goal	Actual	% of Goal			
Beds	Emergency Shelters	194	18	176	0	0	0	0	0	0	0	0	0	0	0	0	####	L	N	
	Transitional Housing	101	13	88	0	0	0	0	0	0	0	0	0	0	0	0	####	M	N	
	Permanent Supportive Housing	101	0	101	0	0	0	0	0	0	0	0	0	0	0	0	####	H	N	
	Total	396	31	365	0	0	0	0	0	0	0	0	0	0	0	0	####			

Completing Part 1: Homeless Population. This must be completed using statistically reliable, unduplicated counts or estimates of homeless persons in sheltered and unsheltered locations at a one-day point in time. The counts must be from: (A) administrative records, (N) enumerations, (S) statistically reliable samples, or (E) estimates. The quality of the data presented in each box must be identified as: (A), (N), (S) or (E).

Completing Part 2: Homeless Subpopulations. This must be completed using statistically reliable, unduplicated counts or estimates of homeless persons in sheltered and unsheltered locations at a one-day point in time. The numbers must be from: (A) administrative records, (N) enumerations, (S) statistically reliable samples, or (E) estimates. The quality of the data presented in each box must be identified as: (A), (N), (S) or (E).

Sheltered Homeless. Count adults, children and youth residing in shelters for the homeless. "Shelters" include all emergency shelters and transitional shelters for the homeless, including domestic violence shelters, residential programs for runaway/homeless youth, and any hotel/motel/apartment voucher arrangements paid by a public/private agency because the person or family is homeless. Do not count: (1) persons who are living doubled up in conventional housing; (2) formerly homeless persons who are residing in Section 8 SRO, Shelter Plus Care, SHP permanent housing or other permanent housing units; (3) children or youth, who because of their own or a parent's homelessness or abandonment, now reside temporarily and for a short anticipated duration in hospitals, residential treatment facilities, emergency foster care, detention facilities and the like; and (4) adults living in mental health facilities, chemical dependency facilities, or criminal justice facilities.

Unsheltered Homeless. Count adults, children and youth sleeping in places not meant for human habitation. Places not meant for human habitation include streets, parks, alleys, parking ramps, parts of the highway system, transportation depots and other parts of transportation systems (e.g. subway tunnels, railroad car), all-night commercial establishments (e.g. movie theaters, laundromats, restaurants), abandoned buildings, building roofs or stairwells, chicken coops and other farm outbuildings, caves, campgrounds, vehicles, and other similar places.

Grantee Name:		Jurisdiction																			
Non-Homeless Special Needs Including HOPWA		Needs	Currently Available	GAP	3-5 Year Quantities										Total			Priority Need: H, M, L	Plan to Fund? Y N	Fund Source: CDBG, HC	
					Year 1		Year 2		Year 3		Year 4*		Year 5*								
					Goal	Complete	Goal	Complete	Goal	Complete	Goal	Complete	Goal	Complete	Goal	Actual	% of Goal				
Housing Needed	52. Elderly	705	454	251	0	0	0	0	0	0	0	0	0	0	0	0	####	M	N		
	53. Frail Elderly	789	126	663	0	0	0	0	0	0	0	0	0	0	0	0	####	M	N		
	54. Persons w/ Severe Mental Illness (a)	225	195	30	0	0	0	0	0	0	0	0	0	0	0	0	####	M	N		
	55. Developmentally Disabled	NA	12	NA	0	0	NOTE: The city funds several housing programs that							0	0	####	H	N			
	56. Physically Disabled	NA	50	NA	0	0	address non-homeless special needs. Currently, funds							0	0	####	H	N			
	Combined Phys. & Dev. Disabled	1033	62	971			are not specifically dedicated to any one special needs														
	57. Alcohol/Other Drug Addicted	85	61	24	0	0	group.								0	0	####	M	N		
	58. Persons w/ HIV/AIDS & their families	82	99	-17	0	0	0	0	0	0	0	0	0	0	0	0	####	M	N		
	59. Public Housing Residents ©	1943	715	1228	0	0	0	0	0	0	0	0	0	0	0	0	####	M	N		
	Total	4862	1774	3150	0	0	0	0	0	0	0	0	0	0	0	0	####				
Supportive Services Needed	60. Elderly	NA	NA	NA	0	0	0	0	0	0	0	0	0	0	0	0	####	M	Y	DB	
	61. Frail Elderly	NA	NA	NA	0	0	0	0	0	0	0	0	0	0	0	0	####	M	Y	DB	
	Combined Elderly & Frail Elderly	2116	2116	0																	
	62. Persons w/ Severe Mental Illness (a)	500	500	0	0	0	SEE PUBLIC SERVICES LINE ITEM (05) IN							0	0	0	0	####	L	Y	DB
	63. Developmentally Disabled	NA	NA	NA	0	0	COMMUNITY DEVELOPMENT NEEDS TABLE							0	0	0	0	####	L	Y	DB
	64. Physically Disabled	NA	NA	NA	0	0	0	0	0	0	0	0	0	0	0	0	####	L	Y	DB	
	Combined Phys. & Dev. Disabled	680	600	80																	
	65. Alcohol/Other Drug Addicted (g)	710	NA	NA	0	0	0	0	0	0	0	0	0	0	0	0	####	M	Y	DB	
	66. Persons w/ HIV/AIDS & families (h)	17	59	-42	0	0	0	0	0	0	0	0	0	0	0	0	####	L	Y	OM	
	67. Public Housing Residents	NA	126	NA	0	0	0	0	0	0	0	0	0	0	0	0	####	L	N		
Total	4023	3401	38	0	0	0	0	0	0	0	0	0	0	0	0	####					

## Notes:

- (a) Data indicates figures for the Dept. of Mental Health Northeast Region.
- (b) Data available does not distinguish between developmental and physical disabilities. This figure includes all LMI households with a housing problem. Some of these households may have access to services.
- (c) Data indicates number of applicants on public housing waiting list. Some households may be on a waiting list in another community as well.
- (d) Data available does not distinguish between elderly and frail elderly.
- (e) Data indicates figures for the Dept. of Mental Health Northeast Region.
- (f) Data available does not distinguish between developmental and physical disabilities.
- (g) Data may count same person more than once.
- (h) Services available are based on regional figures.

Jurisdiction					Only complete blue sections.																		
Community Development Needs					Needs	Current	Gap	5-Year Quantities										% of Goal		Priority Need: H, M, L	Dollars to Address	Plan to Fund? Y/N	Fund Source
								Year 1		Year 2		Year 3		Year 4		Year 5							
								Goal	Actual	Goal	Actual	Goal	Actual	Goal	Actual	Goal	Actual	Goal	Actual				
01 Acquisition of Real Property 570.201(a)					0	0	0									0	0	####					
02 Disposition 570.201(b)					0	0	0									0	0	####					
Public Facilities and Improvements	03 Public Facilities and Improvements (General) 570.201(c)					1	0	1	1							1	0	0%	M	25K	Y	CDBG	
	03A Senior Centers 570.201(c)					0	0	0								0	0	####					
	03B Handicapped Centers 570.201(c)					0	0	0								0	0	####					
	03C Homeless Facilities (not operating costs) 570.201(c)					0	0	0								0	0	####					
	03D Youth Centers 570.201(c)					0	0	0								0	0	####					
	03E Neighborhood Facilities 570.201(c)					0	0	0								0	0	####					
	03F Parks, Recreational Facilities 570.201(c)					2	0	2	2							2	0	0%	M	25K	Y	CDBG	
	03G Parking Facilities 570.201(c)					0	0	0								0	0	####					
	03H Solid Waste Disposal Improvements 570.201(c)					0	0	0								0	0	####					
	03I Flood Drain Improvements 570.201(c)					0	0	0								0	0	####					
	03J Water/Sewer Improvements 570.201(c)					0	0	0								0	0	####					
	03K Street Improvements 570.201(c)					2	0	2	2							2	0	0%	H	31K	Y	CDBG	
	03L Sidewalks 570.201(c)					10	0	10	2							2	0	0%	H	500K	Y	CDBG	
	03M Child Care Centers 570.201(c)					0	0	0								0	0	####					
	03N Tree Planting 570.201(c)					175	0	175	35							35	0	0%	M	50K	Y	CDBG	
	03O Fire Stations/Equipment 570.201(c)					1	0	1	1							1	0	0%	M	32K	Y	CDBG	
	03P Health Facilities 570.201(c)					0	0	0								0	0	####					
	03Q Abused and Neglected Children Facilities 570.201(c)					0	0	0								0	0	####					
03R Asbestos Removal 570.201(c)					0	0	0								0	0	####						
03S Facilities for AIDS Patients (not operating costs) 570.201(c)					0	0	0								0	0	####						
03T Operating Costs of Homeless/AIDS Patients Programs					0	0	0								0	0	####						
04 Clearance and Demolition 570.201(d)					0	0	0								0	0	####						
04A Clean-up of Contaminated Sites 570.201(d)					1	0	1	1							1	0	0%	M	37.5K	Y	CDBG		
Public Services	05 Public Services (General) 570.201(e)					###	0	###	8400							8400	0	0%	H	1.1M	Y	CDBG	
	05A Senior Services 570.201(e)					0	0	0								0	0	####					
	05B Handicapped Services 570.201(e)					0	0	0								0	0	####					
	05C Legal Services 570.201(E)					0	0	0								0	0	####					
	05D Youth Services 570.201(e)					0	0	0								0	0	####					
	05E Transportation Services 570.201(e)					0	0	0								0	0	####					
	05F Substance Abuse Services 570.201(e)					0	0	0								0	0	####					
	05G Battered and Abused Spouses 570.201(e)					0	0	0								0	0	####					
	05H Employment Training 570.201(e)					0	0	0								0	0	####					
	05I Crime Awareness 570.201(e)					0	0	0								0	0	####					
	05J Fair Housing Activities (if CDBG, then subject to 570.201(e))					0	0	0								0	0	####					
	05K Tenant/Landlord Counseling 570.201(e)					0	0	0								0	0	####					
	05L Child Care Services 570.201(e)					0	0	0								0	0	####					
	05M Health Services 570.201(e)					0	0	0								0	0	####					
	05N Abused and Neglected Children 570.201(e)					0	0	0								0	0	####					
	05O Mental Health Services 570.201(e)					0	0	0								0	0	####					
	05P Screening for Lead-Based Paint/Lead Hazards Poison 570.201					0	0	0								0	0	####					
	05Q Subsistence Payments 570.204					0	0	0								0	0	####					
	05R Homeownership Assistance (not direct) 570.204					0	0	0								0	0	####					
	05S Rental Housing Subsidies (if HOME, not part of 5% 570.204)					215	0	215	43							43	0	0%	H	225K	Y	CDBG	
	05T Security Deposits (if HOME, not part of 5% Admin c					0	0	0								0	0	####					

Community Development Needs	Needs	Current	Gap	5-Year Quantities												% of Goal	Priority Need: H, M, L	Dollars to Address	Plan to Fund? Y/N	Fund Source
				Year 1		Year 2		Year 3		Year 4		Year 5		Cumulative						
				Goal	Actual	Goal	Actual	Goal	Actual	Goal	Actual	Goal	Actual	Goal	Actual					
06 Interim Assistance 570.201(f)	0	0	0											0	0	####				
07 Urban Renewal Completion 570.201(h)	0	0	0											0	0	####				
08 Relocation 570.201(i)	0	0	0											0	0	####				
09 Loss of Rental Income 570.201(j)	0	0	0											0	0	####				
10 Removal of Architectural Barriers 570.201(k)	0	0	0											0	0	####				
11 Privately Owned Utilities 570.201(l)	0	0	0											0	0	####				
12 Construction of Housing 570.201(m)	0	0	0											0	0	####				
13 Direct Homeownership Assistance 570.201(n)	75	0	75	15										15	0	0%	H	156K	Y	CDBG
14A Rehab: Single-Unit Residential 570.202	55	0	55	11										11	0	0%	H	1.6M	Y	BG/HOM
14B Rehab: Multi-Unit Residential 570.202	0	0	0											0	0	####				
14C Public Housing Modernization 570.202	0	0	0											0	0	####				
14D Rehab: Other Publicly-Owned Residential Buildings 570.202	0	0	0											0	0	####				
14E Rehab: Publicly or Privately-Owned Commercial/Indu 570.202	0	0	0											0	0	####				
14F Energy Efficiency Improvements 570.202	0	0	0											0	0	####				
14G Acquisition - for Rehabilitation 570.202	0	0	0											0	0	####				
14H Rehabilitation Administration 570.202	0	0	0											0	0	####				
14I Lead-Based/Lead Hazard Test/Abate 570.202	0	0	0											0	0	####				
15 Code Enforcement 570.202(c)	55	0	55	11										11	0	0%	H	195K	Y	CDBG
16A Residential Historic Preservation 570.202(d)	0	0	0											0	0	####				
16B Non-Residential Historic Preservation 570.202(d)	0	0	0											0	0	####				
17A CI Land Acquisition/Disposition 570.203(a)	0	0	0											0	0	####				
17B CI Infrastructure Development 570.203(a)	0	0	0											0	0	####				
17C CI Building Acquisition, Construction, Rehabilitat 570.203(a)	10	0	10	2										2	0	0%	M	25K	Y	CDBG
17D Other Commercial/Industrial Improvements 570.203(a)	0	0	0											0	0	####				
18A ED Direct Financial Assistance to For-Profits 570.203(b)	30	0	30	6										6	0	0%	H	500K	Y	CDBG
18B ED Technical Assistance 570.203(b)	0	0	0											0	0	####				
18C Micro-Enterprise Assistance	150	0	150	30										30	0	0%	M	200K	Y	CDBG
19A HOME Admin/Planning Costs of PJ (not part of 5% Ad	0	0	0											0	0	####				
19B HOME CHDO Operating Costs (not part of 5% Admin ca	0	0	0											0	0	####				
19C CDBG Non-profit Organization Capacity Building	0	0	0											0	0	####				
19D CDBG Assistance to Institutes of Higher Education	0	0	0											0	0	####				
19E CDBG Operation and Repair of Foreclosed Property	0	0	0											0	0	####				
19F Planned Repayment of Section 108 Loan Principal	10	0	10	2										2	0	0%	H	378K	Y	CDBG
19G Unplanned Repayment of Section 108 Loan Principal	0	0	0											0	0	####				
19H State CDBG Technical Assistance to Grantees	0	0	0											0	0	####				
20 Planning 570.205	0	0	0											0	0	####				
21A General Program Administration 570.206	5	0	5	1										1	0	0%	H	1.4M	Y	CDBG
21B Indirect Costs 570.206	0	0	0											0	0	####				
21D Fair Housing Activities (subject to 20% Admin cap) 570.206	0	0	0											0	0	####				
21E Submissions or Applications for Federal Programs 570.206	0	0	0											0	0	####				
21F HOME Rental Subsidy Payments (subject to 5% cap)	0	0	0											0	0	####				
21G HOME Security Deposits (subject to 5% cap)	0	0	0											0	0	####				
21H HOME Admin/Planning Costs of PJ (subject to 5% cap	0	0	0											0	0	####				
21I HOME CHDO Operating Expenses (subject to 5% cap)	0	0	0											0	0	####				
22 Unprogrammed Funds	0	0	0											0	0	####				

Community Development Needs		Needs	Current	Gap	5-Year Quantities												% of Goal	Priority Need: <a href="#">H, M, L</a>	Dollars to Address	<a href="#">Plan to Fund?</a> Y/N	<a href="#">Fund Source</a>
					Year 1		Year 2		Year 3		Year 4		Year 5		Cumulative						
					Goal	Actual	Goal	Actual	Goal	Actual	Goal	Actual	Goal	Actual	Goal	Actual					
HOPWA	31J Facility based housing – development	0	0	0											0	0	####				
	31K Facility based housing - operations	0	0	0											0	0	####				
	31G Short term rent mortgage utility payments	0	0	0											0	0	####				
	31F Tenant based rental assistance	0	0	0											0	0	####				
	31E Supportive service	0	0	0											0	0	####				
	31I Housing information services	0	0	0											0	0	####				
	31H Resource identification	0	0	0											0	0	####				
	31B Administration - grantee	0	0	0											0	0	####				
	31D Administration - project sponsor	0	0	0											0	0	####				
Totals		###	0	###	8565	0	0	0	0	0	0	0	0	8565	0	0%					