CR-05 - Goals and Outcomes

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

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

The use of PY25 funds is governed by the Orem City Consolidated Plan (2025-2029). The Consolidated Plan details the five-year strategies to address the community needs, and its Annual Action Plan (AAP) outlines the activities to be undertaken over the course of one year. With limited CDBG funding, the City prioritized improvements to public infrastructure and public service projects.

The use of CDBG funds is guided by the 2025 Annual Action Plan to address priority community needs. During PY2025, Orem disbursed a total of $560,114.71 across housing, public facilities, public services, Section 108 loan repayments, and general administration. Activities under housing and neighborhood revitalization totaled $192,826.03, which was driven primarily by neighborhood revitalization through Code Enforcement ($181,247.84) alongside completed single-unit residential rehab projects. Public Facility improvements totaled $95,320.18, supporting park enhancements ($64,321.25) and senior center facility upgrades ($30,998.93). Public service programs delivered $76,804.42 in direct assistance to 2,851 individuals across domestic violence services, youth programs, health services, and other community supports. Additionally, Orem fully satisfied its planned Section 108 loan commitments ($101,369.00) under economic development. Moving forward, regional collaboration will focus on partnering directly with Provo City to streamline resources, deliver larger and more impactful projects, and fulfill shared long-term Consolidated Plan goals

Comparison of the proposed versus actual outcomes for each outcome measure submitted with the consolidated plan and explain, if applicable, why progress was not made toward meeting goals and objectives. 91.520(g)

Categories, priority levels, funding sources and amounts, outcomes/objectives, goal outcome indicators, units of measure, targets, actual outcomes/outputs, and percentage completed for each of the grantee's program year goals.

Goal	Category	Source / Amount	Indicator	Unit of Measure	Expected – Strategic Plan	Actual – Strategic Plan	Percent Complete	Expected – Program Year	Actual – Program Year	Percent Complete
Affordable Housing	Affordable Housing	CDBG: $	Homeowner Housing Rehabilitated	Household Housing Unit	30	7	23.3%	10	2	6.67%

Economic Development	Non-Housing Community Development	CDBG: $	Facade treatment/business building rehabilitation	Business	4	0	0.00%			
Neighborhood Revitalization	Non-Housing Community Development	CDBG: $	Housing Code Enforcement/ Foreclosed Property Care	Household Housing Unit	16500	0	0.00%	3500	0	0.00%
Public Facilities and Infrastructure Improvements	Non-Housing Community Development	CDBG: $	Public Facility or Infrastructure Activities other than Low/Moderate Income Housing Benefit	Persons Assisted	5500	0	0.00%	1000	0	0.00%
Public Services	Non-Housing Community Development	CDBG: $	Public service activities other than Low/Moderate Income Housing Benefit	Persons Assisted	2500	911	36.44%	870	911	104.71%

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

DRAFT

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

The allocation of FY25 CDBG funds was aligned with the priorities and objectives identified in the plan. Progress was made on affordable housing, public facilities and infrastructure improvements awarded in the program year, but by nature of the construction projects, some beneficiary data is not yet available. That data will be reported in a future CAPER. Public Service activities were successfully executed this year.

DRAFT

CR-10 - Racial and Ethnic composition of families assisted

Describe the families assisted (including the racial and ethnic status of families assisted). 91.520(a)

	CDBG
White	830
Black or African American	18
Asian	23
American Indian or American Native	4
Native Hawaiian or Other Pacific Islander	15

Total	**890**

Hispanic	294
Not Hispanic	596

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

Narrative

In Orem, 17.6% of people report Hispanic origin. Census data also shows Orem as 83.1% White. In general, services provided within the CDBG program serve the low-income population at large, without regard to race or origin. Other minority populations are present in Orem, but there are less than 1% each of Black/African American, American Indian, Native Hawaiian/Pacific Islander, and only 1.4% Asian. The populations served with CDBG funds reflect the overall demographics of Orem residents.

DRAFT

CR-15 - Resources and Investments 91.520(a)

Identify the resources made available

Source of Funds	Source	Resources Made Available	Amount Expended During Program Year
CDBG	public - federal	840,816	$560,114.71

Table 3 - Resources Made Available

Narrative

Identify the geographic distribution and location of investments

Target Area	Planned Percentage of Allocation	Actual Percentage of Allocation	Narrative Description

Table 4 – Identify the geographic distribution and location of investments

Narrative

Of the resources allocated for FY25, $560,114.71 was expended during the program year.

This section provides a summary of the financial resources available and how they were invested during the program year to achieve the goals and objectives of the Consolidated and Annual Action Plans.

During Program Year 2025, the City of Orem utilized Community Development Block Grant (CDBG) funding to address local infrastructure needs, support vital public services, improve residential areas, and fulfill long-term debt obligations.

Financial Summary & Activity Overview

- **Housing/Neighborhood Improvements:** Disbursed **$192,826.03**, focusing primarily on Code Enforcement ($181,247.84) and Single-Unit Residential Rehabilitation ($11,578.19).
- **Public Facilities and Improvements:** Allocated **$95,320.18** across 2 activities, which included improvements to Senior Centers ($30,998.93) and Parks/Recreational Facilities ($64,321.25).
- **Public Services:** Disbursed **$76,804.42**. Key investments went directly toward domestic violence services ($30,000.00), youth services ($12,280.00), health services ($7,696.70), and other essential public service programs ($26,827.72).
- **Section 108 Loan Repayment:** Directed **$101,369.00** toward repayment obligations, including $100,000.00 in principal and $1,369.00 in interest.
- **General Administration and Planning:** Utilized **$93,795.08** to cover general program oversight, administration, and planning expenses.

DRAFT

I. **Leveraging**

Explain how federal funds leveraged additional resources (private, state and local funds), including a description of how matching requirements were satisfied, as well as how any publicly owned land or property located within the jurisdiction that were used to address the needs identified in the plan.

One hundred percent of the CDBG funds are dedicated to direct project costs, such as consulting, engineering, materials, and construction. Any additional project expenses beyond the grant allocation will be covered by Orem City. To maximize the impact of CDBG funding, subrecipients are encouraged to seek additional contributions from private and public organizations. This use of leveraged funds is also a key scoring criterion in the project application process. No publicly owned land was used to address community needs during the 2025 program year.

CDBG funding has been a crucial piece of leveraging additional resources for city projects and subrecipient activities. Because of beneficial federal funding, funded public services organizations are able to show capacity increases leading to additional funding from other resources. Most of our subrecipients match city CDBG dollars ten times over if not more with other funding. They also have significant volunteer participation helping them to serve more Orem residents in need. In addition, federal funding has allowed the city to do more beneficial projects in our community serving low-income residents. Many times without these crucial funds, the city would have to forgo projects, delay projects, or limit the scope of the projects. CDBG funding allows city dollars to go further and farther and increases the possibility of leveraged funding.

DRAFT

CR-20 - Affordable Housing 91.520(b)

Evaluation of the jurisdiction's progress in providing affordable housing, including the number and types of families served, the number of extremely low-income, low-income, moderate-income, and middle-income persons served.

	One-Year Goal	Actual
Number of homeless households to be provided affordable housing units	**0**	**0**
Number of non-homeless households to be provided affordable housing units		**0**
Number of special-needs households to be provided affordable housing units	**0**	**0**
Total	**0**	

Table 11 – Number of Households

	One-Year Goal	Actual
Number of households supported through rental assistance	**0**	**0**
Number of households supported through the production of new units	**0**	**0**
Number of households supported through the rehab of existing units	**6**	**2**
Number of households supported through the acquisition of existing units	**0**	**0**
Total	**6**	**2**

Table 12 – Number of Households Supported

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

The city's participation with the Utah Valley HOME Consortium and Mountainland Continuum of Care focuses on addressing these needs directly. Due to the limited CDBG funds expected to be received annually by the city, Orem has allocated the majority of its CDBG funds to other priority needs, such as creating safe and sustainable neighborhoods in predominantly LMI neighborhoods and providing public services and economic opportunity to its LMI residents. Orem continually recruits projects that address fostering and maintaining affordable housing, so the city anticipates that future projects may be addressed by future Action Plans.

DRAFT

CDBG funding continues to be a limiting factor to addressing many housing issues. We have several projects in the pipeline, and anticipate this number going up in the coming years. There are also two projects that were from FY24-25 that we were able to close out this program year.

Discuss how these outcomes will impact future annual action plans.

Orem continually recruits projects that address fostering and maintaining affordable housing, so the city anticipates that future affordable housing projects may be addressed by future Action Plans.

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

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

Table 13 – Number of Households Served

Narrative Information

The Critical Home Repair program is working with several LMI households this year, for which accomplishments will be reported in the next CAPER, as the project is still ongoing. This year, two previous program year rehabs were completed.

DRAFT

CR-25 - Homeless and Other Special Needs 91.220(d, e); 91.320(d, e); 91.520(c)

Evaluate the jurisdiction's progress in meeting its specific objectives for reducing and ending homelessness through:

Reaching out to homeless persons (especially unsheltered persons) and assessing their individual needs

To reduce and end local homelessness, the City of Orem partners with key local agencies using CDBG public service funding:

- Food and Care Coalition: Serves single individuals and couples without children.
- Community Action Services: Serves families experiencing homelessness.
- House of Hope: Provides housing, counseling, and addiction recovery for mothers and children.
- The Refuge: Offers shelter, therapy, and case management for domestic violence victims.

City & Continuum of Care (CoC) Leadership The city actively participates in the local CoC, with Orem's Community Services Manager serving as Co-Chair, leading the Community Relations Committee, and sitting on the Allocation Committee to direct HUD funding and support the Utah County Housing First Fund.

Police Mental Health Unit Orem utilizes CDBG funds for a dedicated Police Mental Health Unit. Officers connect homeless residents and low-income mentally ill individuals to long-term resources, offering immediate supplies and short-term assistance until stable support is secured.

Addressing the emergency shelter and transitional housing needs of homeless persons

To date, Orem's CDBG funding for homeless shelter needs has been limited to annual motel vouchers. Instead, the city supports local housing authorities and actively participates in the Continuum of Care.

In response to rising homelessness and new state winter response mandates, Orem staff and police are developing a seasonal shelter plan, educated community leaders through local campouts, and contributed $180,000 to the State of Utah for statewide shelter operations.

Helping low-income individuals and families avoid becoming homeless, especially extremely low-income individuals and families and those who are: likely to become homeless after being discharged from publicly funded institutions and systems of care (such as health care facilities, mental health facilities, foster care and other youth facilities, and corrections

DRAFT

programs and institutions); and, receiving assistance from public or private agencies that address housing, health, social services, employment, education, or youth needs

To prevent homelessness, the City of Orem uses CDBG funding to support local service agencies that address root causes—such as food insecurity, domestic violence, health needs, and addiction—before severe hardships lead to housing instability. Key prevention initiatives include:

- Targeted Public Service Grants: Funding for organizations such as Community Action Services, House of Hope, Centro Hispano, and Mountainlands Community Health Center to assist low-income households.
- Proactive Resource Distribution: Connecting residents to support through the city's website, social media, 311 HELP Center, United Way 211, library events, community fairs, and direct outreach by Neighborhood Improvement staff.
- Institutional Discharge Planning: Partnering with the local Continuum of Care to establish clear processes and resource cards for individuals exiting healthcare, senior, and correctional facilities.
- Reentry & Transitional Support: Supporting local reentry initiatives, including state transitional facilities, to ensure individuals leaving correctional settings secure housing and successfully reintegrate into society.

Helping homeless persons (especially chronically homeless individuals and families, families with children, veterans and their families, and unaccompanied youth) make the transition to permanent housing and independent living, including shortening the period of time that individuals and families experience homelessness, facilitating access for homeless individuals and families to affordable housing units, and preventing individuals and families who were recently homeless from becoming homeless again

The City of Orem addresses homelessness through local collaboration, financial support, and active resource sharing:

- Continuum of Care (CoC) & Funding: Participates in CoC planning and funds service providers working to prevent homelessness and stabilize vulnerable households.
- Broad Resource Outreach: Connects residents to assistance through the Police Department, 311 HELP Center, Library, Senior Center, Fitness Center, city events, social media, and online directories.
- Direct Food Assistance: Partnered with Community Action Services to establish a CDBG-CV-funded food pantry at the Orem Senior Friendship Center, serving hundreds of households monthly.

DRAFT

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

Actions taken to address the needs of public housing

Public housing for the city of Orem is provided by the Housing Authority of Utah County (HAUC). The HAUC is an outstanding agency and community partner. The city also works with Provo Housing Authority and Utah Regional Housing. The city of Orem has participated with the housing authorities to provide special-needs housing for senior citizens and disabled adults as well as increase the overall housing stock for the agency through developing a senior overlay zone in recent years. The overlay zone allows developers to provide senior housing throughout the city with the restriction of maintaining rents at HUD rental thresholds keeping the units affordable. Recently, the City Council approved a zoning change to allow HAUC to redevelop an old rest home into housing for both seniors and adults with autism.

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

No direct actions have been taken at this time. We continue to work with Habitat for Humanity, Neighborhood Housing, and other developers to provide public housing residents opportunities, education about, and resources for home ownership. The city also participates in a down payment assistance program through the Utah Valley Consortium and provides home rehabilitation funding through CDBG

Actions taken to provide assistance to troubled PHAs

Not applicable.

DRAFT

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

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

To expand affordable housing access, the City of Orem is reducing regulatory barriers through streamlined permitting, zoning updates, and strategic plan implementation. Key initiatives include:

- Moderate-Income Housing Strategies:
    - Allowing and simplifying regulations for internal and detached Accessory Dwelling Units (ADUs).
    - Implementing land-use strategies (like senior overlay zones) to support households earning under 80% AMI.
    - Establishing Housing and Transit Reinvestment Zones (HTRZ) near public transit stations to support mixed-use, high-density, and affordable development using tax increment financing.
    - Developing Station Area Plans around FrontRunner and Bus Rapid Transit (BRT) hubs.
- Funding & Rehabilitation Tools: Exploring municipal bond partnerships for ADU financing and securing funding for a homeowner rehab program.
- Community Engagement: Conducting public workshops, neighborhood meetings, and housing charrettes to destigmatize affordable housing and guide future planning.

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

To assist underserved residents and strengthen low-income neighborhoods, the City of Orem combines funding, direct outreach, property preservation, and family support programs:

- Housing & Neighborhood Preservation: Offers critical home repairs, an employee-driven Preservation Team, a Mobile Tool Library, tree planting via the *Rooted* program, and the annual *Big Sweep* cleanup. Safety and property improvement grants for homeowners and small businesses are also in development.
- Targeted Outreach & Community Support: Concentrates CDBG resources on eligible neighborhoods through code enforcement resource guides, police literacy visits to Title I schools, utility assistance via the sewer warranty program, and the Senior Friendship Center food pantry.
- Youth Mental Health & Family Resilience: Leads suicide and depression prevention using

DRAFT

the *EveryDay Strong* resilience framework in schools, joins the *Communities that Care Network*, and plans to introduce *Getting Ahead* and *Circles* poverty-reduction courses.

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

The city of Orem requires that a lead based paint test is performed on any housing rehab, critical home repair, or public facility improvement. Positive tests resulted in appropriate mitigation by competent contractors.

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

To reduce poverty and foster self-sufficiency, the City of Orem aligns CDBG, HOME, and local resources across four key areas:

- Housing & Homeowner Support: Directs funding toward affordable housing development, critical home repairs, and related stabilization services.
- Youth & Educational Attainment: Partners with local schools on state grant initiatives—such as supporting students in the Mountain View High School feeder system—to improve educational outcomes.
- Poverty Mitigation Courses: Hosts the *Getting Ahead* program, offering actionable strategies to help low-income residents and subrecipient clients build resources and transition out of poverty.
- Economic & Workforce Development: Uses the CDBG Revolving Loan Fund (RLF) and Economic Development Division to attract businesses and incentivize job creation for low- to moderate-income (LMI) residents, alongside offering competitive municipal employment opportunities.

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

To strengthen its CDBG program, the City of Orem streamlined administration, updated policies, and aligned with regional partners:

- **Capacity Building & Compliance:** Staff regularly attended HUD trainings and updated internal policies and standard operating procedures to meet federal requirements.
- **Regional Collaboration:** Partnered with nearby entitlement communities on a unified application, site visit, and funding process via the Neighborly portal.
- **Administrative Transition:** Transferred day-to-day CDBG administration to Mountainland Association of Governments (MAG) to leverage their grant management expertise while

DRAFT

maintaining close coordination with city financial staff.

- **Departmental Realignment:** Reintegrated the Community & Neighborhood Services Division into the Police Department to improve inter-agency collaboration, code enforcement synergy, and neighborhood outreach.

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

Active membership in the Continuum of Care, Utah Valley Interfaith Association, Utah Valley Home Builders Association, and Utah Housing Coalition enables Orem to coordinate effectively with local service providers, faith-based groups, and neighboring entitlements.

This regional collaboration has:

- Reduced administrative burdens for both staff and sub-recipients.
-
- Maximized the impact and efficiency of CDBG funding.
-
- Opened ongoing dialogue to identify emerging community needs and develop new solutions for low- and moderate-income residents.

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

The City of Orem actively works to overcome fair housing choice impediments by focusing city leadership and staff efforts on **seven core strategies**:

- **Streamlining Approvals & Partnerships:** Exploring public/private partnerships and fast-tracking permitting processes for affordable housing projects.
- **Modernizing Regulations:** Evaluating lot size and housing unit size minimums, promoting "Missing Middle" housing options (such as duplexes and ADUs), and exploring a Community Land Trust to secure long-term affordability.
- **Targeted Neighborhood Reinvestment:** Prioritizing older neighborhoods through infrastructure upgrades, park renovations, home repair programs, code enforcement, and community activities.
- **Public Outreach:** Educating residents on housing affordability issues to build community support.

Despite these proactive strategies, negative public perception surrounding multi-family and affordable

DRAFT

housing remain the most significant barriers to development in Orem. City staff continue to address these adverse perceptions through community workshops, developer incentives, and ongoing neighborhood engagement.

DRAFT

CR-40 - Monitoring 91.220 and 91.230

Describe the standards and procedures used to monitor activities carried out in furtherance of the plan and used to ensure long-term compliance with requirements of the programs involved, including minority business outreach and the comprehensive planning requirements

To ensure project performance and compliance, a multi-faceted monitoring approach is used. This includes a regular desk audit of each project's progress whenever a draw request is submitted, typically on a monthly or quarterly basis. These audits verify that the project is meeting the performance goals and objectives of the Consolidated Plan, adhering to its scope of work, and staying on schedule and within budget. When performance issues are identified, appropriate corrective actions are taken.

Programmatic and financial oversight is conducted through both informal and formal monitoring. Informal monitoring is a continuous process that includes regular desk audits and frequent communication with project managers via phone and email. This continuous engagement allows CDBG staff to provide technical assistance, answer questions, and reinforce the importance of timely reporting and drawdowns. When drawdowns are irregular, CDBG staff proactively schedule meetings to identify and address any unforeseen circumstances or needs for additional support. This informal process helps staff to assess progress, offer targeted assistance, and resolve potential problems before they escalate.

If a persistent problem is identified that cannot be resolved through informal means, a more comprehensive on-site monitoring review is scheduled. As a last resort, if projects fail to meet their timelines and performance targets, funds may be reallocated to ensure timely and appropriate expenditure.

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

Describe the efforts to provide citizens with reasonable notice and an opportunity to comment on performance reports.

To ensure maximum participation in the Consolidated Plan process among all populations and special needs groups and that their issues and concerns are adequately addressed, the city developed a Citizen Participation Plan in conjunction with the Consolidated Plan. The Citizen Participation Plan describes the actions to be taken to encourage citizen participation in the development of the Consolidated Plan, any Substantial Amendments to the Consolidated Plan, the Annual Action Plan, and Consolidated Annual Performance Evaluation Report (CAPER). A full copy of the Citizen Participation Plan is available at orem.org/cdbg/. The city's public comment period for the draft FY 2025 CAPER ran from September 22, 2026 to October 7, 2026, with a public hearing on October 6. Notification of the availability of the draft 2025 CAPER was published on the Orem CDBG website and the Utah Public Notice site.

DRAFT

CR-45 - CDBG 91.520(c)

Specify the nature of, and reasons for, any changes in the jurisdiction's program objectives and indications of how the jurisdiction would change its programs as a result of its experiences.

No significant changes to the program's objectives were undertaken during the program year.

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

No

DRAFT

CR-58 – Section 3

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

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

Table 15 – Total Labor Hours

Qualitative Efforts - Number of Activities by Program	CDBG	HOME	ESG	HOPWA	HTF
Outreach efforts to generate job applicants who are Public Housing Targeted Workers					
Outreach efforts to generate job applicants who are Other Funding Targeted Workers.					
Direct, on-the job training (including apprenticeships).					
Indirect training such as arranging for, contracting for, or paying tuition for, off-site training.					
Technical assistance to help Section 3 workers compete for jobs (e.g., resume assistance, coaching).					
Outreach efforts to identify and secure bids from Section 3 business concerns.					
Technical assistance to help Section 3 business concerns understand and bid on contracts.					
Division of contracts into smaller jobs to facilitate participation by Section 3 business concerns.					
Provided or connected residents with assistance in seeking employment including: drafting resumes,preparing for interviews, finding job opportunities, connecting residents to job placement services.					
Held one or more job fairs.					
Provided or connected residents with supportive services that can provide direct services or referrals.					
Provided or connected residents with supportive services that provide one or more of the following: work readiness health screenings, interview clothing, uniforms, test fees, transportation.					
Assisted residents with finding child care.					

DRAFT

Assisted residents to apply for, or attend community college or a four year educational institution.					
Assisted residents to apply for, or attend vocational/technical training.					
Assisted residents to obtain financial literacy training and/or coaching.					
Bonding assistance, guaranties, or other efforts to support viable bids from Section 3 business concerns.					
Provided or connected residents with training on computer use or online technologies.					
Promoting the use of a business registry designed to create opportunities for disadvantaged and small businesses.					
Outreach, engagement, or referrals with the state one-stop system, as designed in Section 121(e)(2) of the Workforce Innovation and Opportunity Act.					
Other.					

Table 16 – Qualitative Efforts - Number of Activities by Program

Narrative

There were no Section 3 projects this year.

DRAFT