

# Executive Summary

## AP-05 Executive Summary - 91.200(c), 91.220(b)

### 1. Introduction

The Annual Action Plan presents the objectives to be achieved and the activities to be undertaken using funding provided to Lancaster County, Pennsylvania by the U.S. Department of Housing and Urban Development through the Community Development Block Grant (CDBG) Program, HOME Investment Partnerships (HOME) Program and Emergency Solutions Grant (ESG) Program. Combined, the CDBG, HOME, and ESG programs will help Lancaster County channel approximately \$5.7 million into public works, housing and social services to benefit low- and moderate-income communities and residents during fiscal year 2019.

### 2. Summarize the objectives and outcomes identified in the Plan

This could be a restatement of items or a table listed elsewhere in the plan or a reference to another location. It may also contain any essential items from the housing and homeless needs assessment, the housing market analysis or the strategic plan.

Lancaster County will continue to follow previously implemented performance measurements prescribed by the U.S. Department of Housing and Urban Development. All activities funded in fiscal year 2019 will address one of these three primary objectives:

1. Create Suitable Living Environment
2. Provide Decent Affordable Housing
3. Create Economic Opportunity

Similarly, all funded activities will achieve one of the three following outcomes:

1. Improve Availability/Accessibility
2. Improve Affordability
3. Improve Sustainability

The activities and programs included in the 2019 Plan are consistent with the goals and objectives of Lancaster County's 2016-2020 Consolidated Plan. CDBG, HOME and ESG funds will be directed toward accomplishing the following:

1. To provide decent affordable housing, both rental and owner-occupied;
2. To upgrade public infrastructure;
3. To assist in the provision of public services;
4. To reorient the homeless service system to a Housing First course of action tusing rapid re-housing;  
and
5. To assist first-time homebuyers.

### **3. Evaluation of past performance**

This is an evaluation of past performance that helped lead the grantee to choose its goals or projects.

The Redevelopment Authority has created these projects based on prior success with programs and activities that have produced decent affordable housing and created suitable living environments for the low- and moderate-income residents of Lancaster County. With positive results from plan years one through four of the 2016-2020 Consolidated Plan, the Redevelopment Authority will continue these projects and activities to meet the goals and objects outlined in the Consolidated Plan.

### **4. Summary of Citizen Participation Process and consultation process**

Summary from citizen participation section of plan.

Lancaster County has a Citizen Participation Plan that relies on citizen-based review panels to make funding recommendations to the Lancaster County Board of Commissioners. For public improvement projects, the citizen-based process uses a steering committee of municipal officials and interested citizens to rank the projects for funding. For public service dollars devoted to homeless services, the Governance Board of the Lancaster County Coalition to End Homelessness makes funding recommendations. The use of citizen panels is described at length in the County's Citizen Participation Plan. Because of the complexity of housing development finance, HOME funds are distributed based on recommendations made by a loan committee made up of a representative from the Economic Development Company, a representative from the County Planning Commission, two Redevelopment Authority Board members and Redevelopment Authority staff.

The notice announcing the 2019 Annual Action Plan was published on May 4, 2019 in the local newspaper and on the Redevelopment Authorities' website at [www.lchra.com](http://www.lchra.com). A copy of the plan was also distributed to the Lancaster County Board of Commissioners, Lancaster County Planning Commission, the City of Lancaster, the Lancaster County Library, Community Action Program of Lancaster, and the Spanish American Civic Association. The Lancaster County Redevelopment Authority Board of Directors endorsed the plan at their regularly scheduled meeting on May 28, 2019. The Lancaster County Commissioners endorsed the plan at their June 5, 2019 scheduled meeting.

**5. Summary of public comments**

This could be a brief narrative summary or reference an attached document from the Citizen Participation section of the Con Plan.

**6. Summary of comments or views not accepted and the reasons for not accepting them**

**7. Summary**

Lancaster County's 2019 Annual Action Plan clearly presents projects, programs and initiatives that are intended to be funded during 2019 with federal dollars to accomplish the goals stated in the Consolidated Plan. Lancaster County welcomes and encourages public comment on the Plan.

**PR-05 Lead & Responsible Agencies - 91.200(b)**

**1. Agency/entity responsible for preparing/administering the Consolidated Plan**

The following are the agencies/entities responsible for preparing the Consolidated Plan and those responsible for administration of each grant program and funding source.

Agency Role	Name	Department/Agency
Lead Agency	LANCASTER COUNTY	
CDBG Administrator	LANCASTER COUNTY	Redevelopment Authority of the County of Lancaster
HOPWA Administrator		
HOME Administrator	LANCASTER COUNTY	Redevelopment Authority of the County of Lancaster
ESG Administrator	LANCASTER COUNTY	Redevelopment Authority of the County of Lancaster
HOPWA-C Administrator	LANCASTER COUNTY	Redevelopment Authority of the County of Lancaster

**Table 1 – Responsible Agencies**

**Narrative**

**Consolidated Plan Public Contact Information**

Matthew Sternberg, Executive Director  
 Lancaster County Housing and Redevelopment Authorities  
 28 Penn Square, Suite 200, Lancaster, PA 17603  
 717-394-0793 x 203  
 msternberg@lchra.com

## **AP-10 Consultation - 91.100, 91.200(b), 91.215(l)**

### **1. Introduction**

**Provide a concise summary of the jurisdiction's activities to enhance coordination between public and assisted housing providers and private and governmental health, mental health and service agencies (91.215(l)).**

The Lancaster County Redevelopment Authority is a member of the Lancaster County Coalition to End Homelessness (LCCEH). LCCEH is comprised of over 150 partners representing faith-based organizations, housing providers, private and governmental health providers, mental health providers, and social services providers. Redevelopment Authority staff are active participants in the LCCEH; the Executive Director serves on the Governance Board and the Leadership Council and a Program Manager serves on the Funders Group and the Executive Committee. The groups and committees frequently discuss initiatives to address the needs of homeless persons (particularly chronically homeless individuals and families, families with children, veterans, and unaccompanied youth) and persons at risk of homelessness. These efforts enhance coordination to better serve the housing needs of Lancaster County residents.

**Describe coordination with the Continuum of Care and efforts to address the needs of homeless persons (particularly chronically homeless individuals and families, families with children, veterans, and unaccompanied youth) and persons at risk of homelessness.**

The Executive Director serves on the Governance Board and Leadership Council of the LCCEH, the Lead Agency for CoC funds in Lancaster. A Program Manager serves on the Funders Group which includes the LCCEH, City of Lancaster, and the United Way of Lancaster County. This group supports the Governance Board by providing pertinent information related to the need of persons experiencing homelessness and those at risk of homelessness. The Funders Group also oversees policies concerning homeless services to achieve maximum efficiency in service delivery. A Program Manager also serves on the LCCEH Executive Committee which provides relevant information on the issues affecting persons experiencing homelessness and strengthens homeless service coordination efforts.

**Describe consultation with the Continuum(s) of Care that serves the jurisdiction's area in determining how to allocate ESG funds, develop performance standards for and evaluate outcomes of projects and activities assisted by ESG funds, and develop funding, policies and procedures for the operation and administration of HMIS**

The Redevelopment Authority, LCCEH, the City of Lancaster, and the United Way agreed to create a pool of funds for homeless services in Lancaster County. Funds are accessed through a joint application and

allocation process. The LCCEH Governance Board, of which the Redevelopment Authority's Executive Director is a member, approved performance standards to be used to evaluate applications. The Governance Board also reviewed and made recommendations on the allocation of funding for programs. The Funder's Group made specific allocations across funding streams for each respective Boards' approval. The funding streams include: the County's Community Development Block Grant (CDBG) funds for a portion of the public service funds, the County and City's ESG allocation, the United Way's funds devoted to homeless services, and the County's Homeless Assistance Program (HAP) funds administered by the LCCEH.

The monitoring process for ESG projects and activities is completed in coordination with the LCCEH. The LCCEH shares HMIS data on achievement outcomes per local performance standards. The LCCEH administers Lancaster's HMIS using a program called Empower Lancaster (CaseWorthy). The Redevelopment Authority also shares information collected as part of the monitoring process for each project and activity funded with ESG.

The LCCEH participates within the Funders Group as the HMIS Advisory Board. This Board develops funding, policies, and procedures for the operation and administration of HMIS. A Redevelopment Authority staff member is a member of the Funders Group.

## **2. Agencies, groups, organizations and others who participated in the process and consultations**

**Table 2 – Agencies, groups, organizations who participated**

1	<b>Agency/Group/Organization</b>	City of Lancaster
	<b>Agency/Group/Organization Type</b>	Other government - Local
	<b>What section of the Plan was addressed by Consultation?</b>	Housing Need Assessment Homelessness Strategy Non-Homeless Special Needs Lead-based Paint Strategy
	<b>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</b>	The Redevelopment Authority and the City of Lancaster meet regularly at the LCCEH Funders Group meetings and through communications concerning mutual projects. The Redevelopment Authority worked with the City of Lancaster on development of the HOME Budget as it relates to the 32% share of 2019 HOME Funds.
2	<b>Agency/Group/Organization</b>	Lancaster Housing Opportunity Partnership
	<b>Agency/Group/Organization Type</b>	Housing Services - Housing Service-Fair Housing Community Development Financial Institution
	<b>What section of the Plan was addressed by Consultation?</b>	Housing Need Assessment Non-Homeless Special Needs Market Analysis
	<b>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</b>	The Redevelopment Authority and LHOP meet several times throughout the year to discuss various proposals and issues related to housing in Lancaster County. LHOP also implements the fair housing activities and the homebuyer program

3	<b>Agency/Group/Organization</b>	Lancaster County Coalition to End Homelessness
	<b>Agency/Group/Organization Type</b>	Services - Housing Services-homeless
	<b>What section of the Plan was addressed by Consultation?</b>	Homeless Needs - Chronically homeless Homeless Needs - Families with children Homelessness Needs - Veterans Homelessness Needs - Unaccompanied youth Homelessness Strategy Non-Homeless Special Needs
	<b>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</b>	Bi-weekly meetings are held with staff supporting the LCCEH, City of Lancaster, United Way and Redevelopment Authority staff.
4	<b>Agency/Group/Organization</b>	United Way of Lancaster County
	<b>Agency/Group/Organization Type</b>	Local foundation Foundation
	<b>What section of the Plan was addressed by Consultation?</b>	Non-Homeless Special Needs Anti-poverty Strategy
	<b>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</b>	Bi-weekly meetings are held with the Funders Group which includes the United Way. Discussions include coordinating similar contracts and community needs.
5	<b>Agency/Group/Organization</b>	Economic Development Company of Lancaster County
	<b>Agency/Group/Organization Type</b>	Business Leaders Business and Civic Leaders
	<b>What section of the Plan was addressed by Consultation?</b>	Economic Development Borough Revitalization

	<b>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</b>	Bi-weekly meetings are held with EDC and staff of the Lancaster County Planning Commission to discuss mutual goals and projects specifically focused on activities in the County's Boroughs.
6	<b>Agency/Group/Organization</b>	Lancaster County Planning Commission
	<b>Agency/Group/Organization Type</b>	Planning organization
	<b>What section of the Plan was addressed by Consultation?</b>	Housing Need Assessment
	<b>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</b>	Bi-weekly meetings are held with LCPC and EDC to discuss mutual goals and projects specifically focused on activities in the County's Boroughs.
7	<b>Agency/Group/Organization</b>	Community First Fund
	<b>Agency/Group/Organization Type</b>	Housing Community Development Financial Institution
	<b>What section of the Plan was addressed by Consultation?</b>	Economic Development
	<b>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</b>	The Redevelopment Authority meets with Community First Fund to discuss potential collaborations on mutual projects. Currently, Community First Fund provides a line of credit for the Lancaster County Land Bank Authority.
8	<b>Agency/Group/Organization</b>	Columbia Borough
	<b>Agency/Group/Organization Type</b>	Other government - Local
	<b>What section of the Plan was addressed by Consultation?</b>	Housing Need Assessment Market Analysis Economic Development Lead-based Paint Strategy Borough Revitalization

	<b>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</b>	The Redevelopment Authority and Columbia Borough meet monthly to discuss mutual projects and initiatives. Columbia Borough is in a target area for low/mod activities.
9	<b>Agency/Group/Organization</b>	Marietta Borough
	<b>Agency/Group/Organization Type</b>	Other government - Local
	<b>What section of the Plan was addressed by Consultation?</b>	Housing Need Assessment Market Analysis Economic Development Borough Revitalization
	<b>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</b>	The Redevelopment Authority and Marietta Borough meet frequently to discuss mutual projects and initiatives. Marietta Borough is in a target area for low/mod activities.
10	<b>Agency/Group/Organization</b>	COMMUNITY ACTION PARTNERSHIP OF LANCASTER COUNTY
	<b>Agency/Group/Organization Type</b>	Housing Services - Housing Services-Children Services-Elderly Persons Services-Victims of Domestic Violence Services-homeless Services-Employment Services - Victims
	<b>What section of the Plan was addressed by Consultation?</b>	Housing Need Assessment Homelessness Strategy Non-Homeless Special Needs Anti-poverty Strategy Lead-based Paint Strategy

<p><b>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</b></p>	<p>The Redevelopment Authority and CAP meet regularly to discuss the current housing rehabilitation project at 304 Cherry Street in Columbia Borough and to discuss future housing rehabilitation and lead based paint partnerships.</p>
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**Identify any Agency Types not consulted and provide rationale for not consulting**

**Other local/regional/state/federal planning efforts considered when preparing the Plan**

Name of Plan	Lead Organization	How do the goals of your Strategic Plan overlap with the goals of each plan?
Continuum of Care	LCCEH	The goals of the Strategic Plan mirror those of the Continuum of Care Plan

**Table 3 – Other local / regional / federal planning efforts**

**Narrative**

**AP-12 Participation - 91.401, 91.105, 91.200(c)**

**1. Summary of citizen participation process/Efforts made to broaden citizen participation  
Summarize citizen participation process and how it impacted goal-setting**

Lancaster County has a Citizen Participation Plan that relies on citizen-based review panels to make funding recommendations to the Lancaster County Board of Commissioners. For public improvement projects, the citizen-based process uses a steering committee of municipal officials and interested citizens to rank the projects for funding. For public service dollars devoted to homeless services, the Governance Board of the Lancaster County Coalition to End Homelessness makes funding recommendations. The use of citizen panels is described at length in the County’s Citizen Participation Plan. Because of the complexity of housing development finance, HOME funds are distributed based on recommendations made by a loan committee made up of a representative from the Economic Development Company, a retired affordable housing developer, a representative from the County Planning Commission, two Redevelopment Authority Board members and Redevelopment Authority staff.

**Citizen Participation Outreach**

Sort Order	Mode of Outreach	Target of Outreach	Summary of response/attendance	Summary of comments received	Summary of comments not accepted and reasons	URL (if applicable)

**Table 4 – Citizen Participation Outreach**

## Expected Resources

### AP-15 Expected Resources - 91.420(b), 91.220(c)(1,2)

#### Introduction

Lancaster County will have available \$5,744,335 in funding for fiscal year 2019. This funding includes CDBG, HOME, and ESG Entitlement funds, prior year funds, and generated program income.

#### Anticipated Resources

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 1				Expected Amount Available Remainder of ConPlan \$	Narrative Description
			Annual Allocation: \$	Program Income: \$	Prior Year Resources: \$	Total: \$		
CDBG	public - federal	Acquisition Admin and Planning Economic Development Housing Public Improvements Public Services	2,820,212	200,000	250,000	3,270,212	2,800,000	CDBG funds will be used for owner-occupied housing activities, renter-occupied housing activities, public improvements and infrastructure, Borough revitalization, public services, and planning and administration.

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 1				Expected Amount Available Remainder of ConPlan \$	Narrative Description
			Annual Allocation: \$	Program Income: \$	Prior Year Resources: \$	Total: \$		
HOME	public - federal	Acquisition Homebuyer assistance Homeowner rehab Multifamily rental new construction Multifamily rental rehab New construction for ownership TBRA	1,681,158	400,000	150,000	2,231,158	1,600,000	HOME funds will be used for County and City owner-occupied housing activities, County renter-occupied housing activities, and planning and administration.

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 1				Expected Amount Available Remainder of ConPlan \$	Narrative Description
			Annual Allocation: \$	Program Income: \$	Prior Year Resources: \$	Total: \$		
ESG	public - federal	Conversion and rehab for transitional housing Financial Assistance Overnight shelter Rapid re-housing (rental assistance) Rental Assistance Services Transitional housing	242,965	0	0	242,965	284,930	ESG funds will be used for emergency shelter operations, rapid rehousing activities, financial assistance and administration.

Table 2 - Expected Resources – Priority Table

**Explain how federal funds will leverage those additional resources (private, state and local funds), including a description of how matching requirements will be satisfied**

The Redevelopment Authority mandates that all applicants provide matching federal, state, and local funds during the programs Request for Proposal (RFP) process. For public infrastructure improvements projects, a 20% match of other funding is required. Non-profit organizations requesting CDBG funding for public service activities are required to provide matching funds. All organizations that are allocated ESG funds for homeless activities must provide matching funds from other federal, state, local, and private funds at an amount equal to their allocation. Matching funds are derived across all applicants in the joint funding pool with the LCCEH, City of Lancaster, and the United Way.

In 2019, Lancaster County and the City of Lancaster through the HOME Consortium, will have a total of \$2,231,158 in new funds, prior year and

program income resources to address the priority needs and goals established in the Consolidated Plan for 2016-2020.

**If appropriate, describe publically owned land or property located within the jurisdiction that may be used to address the needs identified in the plan**

**Discussion**

## Annual Goals and Objectives

### AP-20 Annual Goals and Objectives - 91.420, 91.220(c)(3)&(e)

#### Goals Summary Information

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
1	Create Affordable Rental Units	2016	2020	Affordable Housing	County of Lancaster City of Lancaster	Affordable Housing - Production of New Units	HOME: \$1,504,765	Rental units constructed: 60 Household Housing Unit
2	Create Affordable Owner Units	2016	2020	Affordable Housing	City of Lancaster	Affordable Housing - Production of New Units	HOME: \$418,277	Homeowner Housing Added: 6 Household Housing Unit
3	Rehabilitate Existing Renter Units	2016	2020	Affordable Housing	County of Lancaster City of Lancaster	Affordable Housing - Rehabilitation of Units	CDBG: \$300,000	Rental units rehabilitated: 10 Household Housing Unit
4	Rehabilitate Existing Owner Units	2016	2020	Affordable Housing	County of Lancaster City of Lancaster	Affordable Housing - Rehabilitation of Units	CDBG: \$650,000	Homeowner Housing Rehabilitated: 30 Household Housing Unit
5	Reduce the Number of Blighted Properties	2016	2020	Affordable Housing Non-Housing Community Development	County of Lancaster Rivertowns	Affordable Housing - Acquisition of Existing Units	CDBG: \$325,000	Homeowner Housing Rehabilitated: 5 Household Housing Unit

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
6	Water, Sewer, and Neighborhood Street Improvements	2016	2020	Non-Housing Community Development	County of Lancaster Rivertowns	Public Improvements and Infrastructure	CDBG: \$800,000	Public Facility or Infrastructure Activities other than Low/Moderate Income Housing Benefit: 4000 Persons Assisted
7	Support Housing Services	2016	2020	Affordable Housing Homeless	County of Lancaster	Public Services - Housing and Homelessness	CDBG: \$400,000	Public service activities other than Low/Moderate Income Housing Benefit: 620 Persons Assisted Tenant-based rental assistance / Rapid Rehousing: 100 Households Assisted Homeless Person Overnight Shelter: 200 Persons Assisted
8	Support Rapid Rehousing Services	2016	2020	Homeless	County of Lancaster	Support Homeless Services	ESG: \$112,372	Tenant-based rental assistance / Rapid Rehousing: 200 Households Assisted
9	Assist Emergency Shelter Activities	2016	2020	Homeless	County of Lancaster City of Lancaster	Support Homeless Services	ESG: \$112,371	Homeless Person Overnight Shelter: 200 Persons Assisted
10	Assist First Time Homebuyers	2017	2020	Affordable Housing	County of Lancaster	Affordable Housing - Acquisition of Existing Units Affordable Housing - Production of New Units	HOME: \$100,000	Direct Financial Assistance to Homebuyers: 20 Households Assisted

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
11	Public Facilities	2016	2020	Non-Homeless Special Needs Non-Housing Community Development	County of Lancaster	Public Improvements and Infrastructure	CDBG: \$275,212	Public Facility or Infrastructure Activities other than Low/Moderate Income Housing Benefit: 3291 Persons Assisted
12	Administrative Costs	2016	2020	Affordable Housing Homeless Non-Housing Community Development	County of Lancaster	Affordable Housing - Acquisition of Existing Units Affordable Housing - Production of New Units Affordable Housing - Rehabilitation of Units Public Improvements and Infrastructure Public Services - Housing and Homelessness Support Homeless Services	CDBG: \$520,000 HOME: \$208,116 ESG: \$18,222	Other: 0 Other

Table 3 – Goals Summary

Goal Descriptions

1	<b>Goal Name</b>	Create Affordable Rental Units
	<b>Goal Description</b>	
2	<b>Goal Name</b>	Create Affordable Owner Units
	<b>Goal Description</b>	
3	<b>Goal Name</b>	Rehabilitate Existing Renter Units
	<b>Goal Description</b>	
4	<b>Goal Name</b>	Rehabilitate Existing Owner Units
	<b>Goal Description</b>	
5	<b>Goal Name</b>	Reduce the Number of Blighted Properties
	<b>Goal Description</b>	
6	<b>Goal Name</b>	Water, Sewer, and Neighborhood Street Improvements
	<b>Goal Description</b>	
7	<b>Goal Name</b>	Support Housing Services
	<b>Goal Description</b>	
8	<b>Goal Name</b>	Support Rapid Re-housing Services
	<b>Goal Description</b>	
9	<b>Goal Name</b>	Assist Emergency Shelter Activities
	<b>Goal Description</b>	
10	<b>Goal Name</b>	Assist First Time Homebuyers
	<b>Goal Description</b>	

<b>11</b>	<b>Goal Name</b>	Public Facilities
	<b>Goal Description</b>	
<b>12</b>	<b>Goal Name</b>	Administrative Costs
	<b>Goal Description</b>	

## AP-35 Projects - 91.420, 91.220(d)

### Introduction

CDBG, HOME, and ESG funds will be directed to do the following projects in Fiscal Year 2019.

#	Project Name
1	Owner Occupied Housing Activities
2	Renter Occupied Affordable Housing Activities
3	Public Facilities and Infrastructure
4	Support Housing Services
5	19 - Homeless Activities
6	Elimination of Spot Slum/Blight
7	Administration

**Table 4 – Project Information**

### **Describe the reasons for allocation priorities and any obstacles to addressing underserved needs**

The greatest obstacle to meeting underserved needs for low-and moderate income residents is the diminishing resources at the federal, state and local levels. The Lancaster County Redevelopment Authority strives to balance the need for affordable housing, infrastructure and human services with the funds that are available. When allocating CDBG, HOME and ESG funds, careful attention is given to targeting low- and moderate income persons in Lancaster County. By reaching out to low and moderate-income population through networking, public meetings, public notices, and speaking opportunities, Lancaster County ensures information about its programs reaches the target recipients.

Other obstacles include Pennsylvania’s system of decentralized, fragmented, and uncoordinated land use controls under the Pennsylvania Municipalities Planning Code (MPC) which significantly limits the ability of PA governments to positively influence land use decision. As primary powers to plan for and regulate use of land are granted to local governments, Lancaster County cannot mandate change in land use regulatory practices. Also, the increasing cost of land and the rising cost to install the necessary infrastructure to develop the land (streets, sewers, street widths, etc.) creates an obstacle to addressing underserved needs.

**AP-38 Project Summary**  
**Project Summary Information**

1	<b>Project Name</b>	Owner Occupied Housing Activities
	<b>Target Area</b>	County of Lancaster City of Lancaster Rivertowns
	<b>Goals Supported</b>	Rehabilitate Existing Owner Units Assist First Time Homebuyers
	<b>Needs Addressed</b>	Affordable Housing - Rehabilitation of Units Affordable Housing - Acquisition of Existing Units
	<b>Funding</b>	CDBG: \$650,000 HOME: \$100,000
	<b>Description</b>	Rehabilitate existing owner units and assist first time homebuyers
	<b>Target Date</b>	6/1/2020
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	Fifty-6 (56) Households are estimated to benefit from the proposed activities. Households are expected to include two-parent families, single-parent families with children and adult households including elderly and disabled heads of household.
	<b>Location Description</b>	Throughout Lancaster County, including the City of Lancaster
<b>Planned Activities</b>	<p><b>Home Repair Program:</b> Provide financial and technical assistance to rehabilitate owner-occupied homes to current building codes. Assistance for eligible homeowners is provided as a deferred payment loan and will not exceed \$24,999.</p> <p><b>County Homebuyer Program:</b> Provide direct financial assistance for first time homebuyers through a loan up to \$5,000 through a zero interest deferred loan.</p> <p><b>Lead-Based Paint Grant Program:</b> Assistance is available to reduce or eliminate lead hazards in housing for qualified owner-occupied units.</p> <p><b>City of Lancaster New Construction:</b> Provide funding to develop new affordable owner-occupied units through the HOME Consortium.</p> <p><b>Housing Programs Administration:</b> Activity delivery costs associated with housing rehabilitation activities.</p>	
2	<b>Project Name</b>	Renter Occupied Affordable Housing Activities
	<b>Target Area</b>	County of Lancaster City of Lancaster Rivertowns

	<b>Goals Supported</b>	Create Affordable Rental Units Rehabilitate Existing Renter Units
	<b>Needs Addressed</b>	Affordable Housing - Production of New Units Affordable Housing - Rehabilitation of Units
	<b>Funding</b>	CDBG: \$300,000 HOME: \$1,504,765
	<b>Description</b>	Creation and rehabilitation of affordable rental units
	<b>Target Date</b>	6/1/2020
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	Approximately 70 households are expected to be assisted which include families with children, elderly and disabled households.
	<b>Location Description</b>	Rental housing locations will be determined as a result of the LIHTC process through Pennsylvania Housing Finance Agency. Other projects through the Rental Rehabilitation Program may be located anywhere in the County of Lancaster.
	<b>Planned Activities</b>	<p><b>Rental Housing Program:</b> This program is designed to provide HOME funding for new construction of affordable rental housing. Activities funded usually also apply to PHFA for 9% tax credits. CDBG funding is also used for preservation projects.</p> <p><b>Rental Rehabilitation Program:</b> This program is designed to provide loans to individuals and organizations to rehabilitate rental units or create new affordable rental units through CDBG funding.</p> <p><b>Lead-Based Paint Grant Program:</b> Assistance is available to reduce or eliminate lead hazards in housing for qualified renter-occupied units, and CDBG will be used a match funding.</p>
<b>3</b>	<b>Project Name</b>	Public Facilities and Infrastructure
	<b>Target Area</b>	County of Lancaster Rivertowns
	<b>Goals Supported</b>	Water, Sewer, and Neighborhood Street Improvements Public Facilities
	<b>Needs Addressed</b>	Public Improvements and Infrastructure Economic Development and Borough Revitalization
	<b>Funding</b>	CDBG: \$700,000

	<b>Description</b>	Water, Sewer, and Neighborhood Street Improvements as well as Borough Revitalization efforts.
	<b>Target Date</b>	6/1/2020
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	Funding of four (4) county-wide projects will benefit approximately 15,000 people.
	<b>Location Description</b>	Lancaster County, outside the City of Lancaster.
	<b>Planned Activities</b>	Water, Sewer, and Neighborhood Street Improvements. Public Facility projects will also be funded.
4	<b>Project Name</b>	Support Housing Services
	<b>Target Area</b>	County of Lancaster City of Lancaster
	<b>Goals Supported</b>	Support Housing Services Support Rapid Re-housing Services Assist Emergency Shelter Activities
	<b>Needs Addressed</b>	Public Services - Housing and Homelessness
	<b>Funding</b>	CDBG: \$400,000 ESG: \$224,743
	<b>Description</b>	Support housing and homeless services. Up to 15% of the total CDBG allocation to the County of Lancaster
	<b>Target Date</b>	6/1/2020
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	Approximately 600 households will be assisted through housing services; primarily single-parent families with children.
	<b>Location Description</b>	Housing and homeless services will be provided to persons that are HUD-defined homeless in Lancaster County.
	<b>Planned Activities</b>	<b>Public Services Program:</b> Activities may include but are not limited to legal services, case management and counseling, assistance to survivors of domestic violence, and fair housing services.
5	<b>Project Name</b>	19 - Homeless Activities
	<b>Target Area</b>	County of Lancaster City of Lancaster

	<b>Goals Supported</b>	Support Housing Services Support Rapid Re-housing Services Assist Emergency Shelter Activities
	<b>Needs Addressed</b>	Support Homeless Services
	<b>Funding</b>	CDBG: \$400,000 ESG: \$242,965
	<b>Description</b>	Support county-wide efforts to end homelessness.
	<b>Target Date</b>	6/30/2020
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	Approximatley 400 households will benefit from homeless services.
	<b>Location Description</b>	Services will be provided in "hubs" in the county and also at facilities in the City of Lancaster that serve people county-wide.
	<b>Planned Activities</b>	Activities will include rapid rehousing services and emergency shelter actviities. Fifty (50) percent of the reserved funds will be used for rapid rehouing activities while the other 50% will be used for shelter activities. ESG funds will also be used for the administration of the program.
<b>6</b>	<b>Project Name</b>	Elimination of Spot Slum/Blight
	<b>Target Area</b>	County of Lancaster Rivertowns
	<b>Goals Supported</b>	Reduce the Number of Blighted Properties
	<b>Needs Addressed</b>	Affordable Housing - Rehabilitation of Units Economic Development and Borough Revitalization
	<b>Funding</b>	CDBG: \$325,000
	<b>Description</b>	Acquisition and rehabilitation of properties to eliminate blighted conditions and to support revitalization in boroughs in Lancaster County
	<b>Target Date</b>	6/30/2020
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	Up to 4 blighted properties will be acquired.
	<b>Location Description</b>	Properties will likely be in the 16 boroughs in the county.

	<b>Planned Activities</b>	Acquisition, rehabilitation of blighted properties on a spot basis.  <b>Vacant Property Reinvestment Board:</b> The Board will carry out the process to determine and, if applicable, designate properties as blighted. Properties maybe acquired by the Lancaster County Redevelopment Authority or the Lancaster County Land Bank Authority for resale to developers to rehabilitate them.
7	<b>Project Name</b>	Administration
	<b>Target Area</b>	
	<b>Goals Supported</b>	Administrative Costs
	<b>Needs Addressed</b>	Affordable Housing - Production of New Units Affordable Housing - Rehabilitation of Units Affordable Housing - Acquisition of Existing Units Public Improvements and Infrastructure Public Services - Housing and Homelessness Economic Development and Borough Revitalization Support Homeless Services
	<b>Funding</b>	CDBG: \$520,000 HOME: \$208,116
	<b>Description</b>	Administrative costs to operate funded programs.
	<b>Target Date</b>	6/30/2020
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	NA
	<b>Location Description</b>	Lancaster county
	<b>Planned Activities</b>	NA

## **AP-50 Geographic Distribution - 91.420, 91.220(f)**

### **Description of the geographic areas of the entitlement (including areas of low-income and minority concentration) where assistance will be directed**

According to HUD, there are 65 census Block Groups that meet the low- and moderate-income exception criteria and would therefore qualify to use Community Development Block Grant (CDBG) funds for public improvement projects. Some public infrastructure improvement projects can qualify by completing an income survey. Public improvement infrastructure projects will be located throughout the County of Lancaster and will be determined through a competitive Request for Proposals (RFP) process. Housing programs that are funded with CDBG dollars are offered to low-and moderate-income homeowners on a county-wide basis. Nonprofit organizations that provide public services to residents of Lancaster County receive CDBG funds through a competitive Request for Proposals (RFP) process in collaboration with the Lancaster County Coalition to End Homelessness (LCCEH). Many of these organizations are located in and around the City of Lancaster; however, provide services county-wide.

HOME funds are provided on a countywide basis to non- and for-profit developers of affordable rental housing. Lancaster County uses a Request for Proposals (RFP) process to allocate HOME funds for new construction and substantial rehabilitation of housing. HOME funds will also be available for homeowner activities and affordable rental housing within the City of Lancaster.

ESG funding will support the goals of the HEARTH Act by working toward ending homelessness through diversion, shelter and rapid-rehousing. Some of these services are located in Lancaster City but are available countywide.

### **Geographic Distribution**

<b>Target Area</b>	<b>Percentage of Funds</b>
County of Lancaster	70
City of Lancaster	14
Rivertowns	17

**Table 5 - Geographic Distribution**

### **Rationale for the priorities for allocating investments geographically**

Areas with a concentration of low-income households are defined as those areas where more than 51 percent of the households have incomes less than 80 percent of the Median Family Income. Because the County has so few areas where 51 percent or more of the population is of low or moderate income, it determines the fundability of its activities using the "exception criteria", established by HUD. Under this rule, activities located in areas of the County with low-and moderate-income populations, which exceed 46.74 percent of the total population of the area, would generally meet the minimum requirement of principally benefitting low-and moderate-income persons. There are 49 census block groups or

"pockets" of concentrated low-and moderate-income persons and families, distributed throughout the County, that meet the exception criteria. These qualified block groups are generally located in and around the county's boroughs. One of the largest concentrations of low-and moderate-income block groups are in the Western part of Lancaster County, along the river, in the Boroughs of Columbia and Marietta. Because of this, a greater focus will be on the "Rivertowns", and activities will be funded to help with infrastructure and economic development opportunities.

The City of Lancaster and County have determined that joining together as a consortium to obtain funding under the HOME program will increase their ability to provide affordable housing for the very low-, low-and moderate-income residents of the City and County. The targeted percentage of funds to the City represents the HOME funding that will be distributed for programs benefiting city residents.

### **Discussion**

Lancaster County uses a competitive application process to allocate funds for CDBG-funded infrastructure, public services, and ESG funds using citizen panels to review applications and make funding recommendations to the Lancaster County Commissioners. This highly competitive process considers how the applicant seeks to address the priorities and needs of Lancaster County in areas with the highest concentration of low- and moderate-income residents. With limited funding available, the projects are also reviewed as to their readiness to proceed.

## Affordable Housing

### AP-55 Affordable Housing - 91.420, 91.220(g)

#### Introduction

Lancaster County plans to address affordable housing by creating, rehabilitating, or making available 131 units throughout the County and City of Lancaster in fiscal year 2019. Using CDBG funding, the County intends to fund the Home Repair Program and Vacant Property Reinvestment Board (VPRB) Board and Rental Rehab Program to rehabilitate owner-occupied and renter-occupied housing units. HOME funds will be used to create affordable housing units through 2 Rental Housing Projects. The City of Lancaster also plans on using HOME funds through the Consortium to create affordable renter and owner-occupied housing units.

<b>One Year Goals for the Number of Households to be Supported</b>	
Homeless	0
Non-Homeless	131
Special-Needs	0
Total	131

**Table 6 - One Year Goals for Affordable Housing by Support Requirement**

<b>One Year Goals for the Number of Households Supported Through</b>	
Rental Assistance	0
The Production of New Units	66
Rehab of Existing Units	40
Acquisition of Existing Units	5
Total	111

**Table 7 - One Year Goals for Affordable Housing by Support Type**

#### Discussion

Using HOME funds to address affordable housing, Lancaster County is designated as the Lead Entity of the HOME Consortium it has formed with the City of Lancaster and will manage the entire HOME allocation on behalf of the consortium. The City agrees to submit all necessary information about its planned projects to the County on a timely manner, including information necessary for performance reports.

## **AP-60 Public Housing - 91.420, 91.220(h)**

### **Introduction**

There are no public housing units in Lancaster County, outside the City of Lancaster. There are however public housing units within the City of Lancaster. The Lancaster City Housing Authority (LCHA) owns and operates 564 public housing units which consist of 259 family units and 305 elderly units set in 6 public housing developments: Susquehanna Court, Franklin Terrace, Church Street Towers, Farnum Street East, and Scattered Sites I & II.

### **Actions planned during the next year to address the needs to public housing**

Lancaster County (outside the City of Lancaster) does not have public housing and therefore is unable to describe the needs of public housing residents.

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

NA

### **If the PHA is designated as troubled, describe the manner in which financial assistance will be provided or other assistance**

NA

### **Discussion**

NA

## **AP-65 Homeless and Other Special Needs Activities - 91.420, 91.220(i)**

### **Introduction**

The Lancaster County Coalition to End Homelessness (LCCEH) works to achieve "functional zero" among all homeless populations. Lancaster was the first jurisdiction in Pennsylvania to achieve functional zero among veterans and is nearing functional zero for chronically homeless populations. LCCEH has broadened its base of partners (currently at 150) to address all issues that may result in individuals and families becoming homeless. Lancaster County and City work collaboratively with the LCCEH to achieve functional zero in all subpopulations of homeless. Staff from the County Redevelopment Authority serve on many LCCEH committees and attend regular homeless funders meetings to ensure consistency among homeless services. The LCCEH has recently wrapped up a strategic plan that is will begin implementing in the coming yers.

### **Describe the jurisdictions one-year goals and actions for reducing and ending homelessness including**

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

The LCCEH will continue to support several Outreach Workers to reach out to homeless persons and assess their needs. LCCEH will also continue to support the coordinated entry system in place to access the assessment necessary to identify individual needs.

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

The LCCEH has identified a high demand for emergency shelter beds for families. Three emergency shelter facilities in Elizabethtown, Gap and Columbia address the emergency shelter needs in those "hub" areas. LCCEH is not supporting transitional housing as rapid rehousing programs have been shown to be less expensive and have the same, or better outcomes. Most transitional housing providers in Lancaster are in the process of converting transitional housing beds to emergency shelters, or to permanent housing.

#### **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 LCCEH will work to maximize the capacity of rapid re-housing programs to move persons back into permanent housing as quickly as possible. Extensive landlord engagement efforts will continue to

address the extremely low rental housing vacancy rate in Lancaster. LCCEH prioritizes chronically homeless persons for permanent supportive housing so they can access and maintain permanent housing.

**Helping low-income individuals and families avoid becoming homeless, especially extremely low-income individuals and families and those who are: being discharged from publicly funded institutions and systems of care (such as health care facilities, mental health facilities, foster care and other youth facilities, and corrections programs and institutions); or, receiving assistance from public or private agencies that address housing, health, social services, employment, education, or youth needs.**

LCCEH continues to strengthen the discharge planning efforts with relevant publicly funded institutions and systems of care to help individuals and families to avoid homelessness. An example is a collaborative effort with Penn Medicine (formerly Lancaster General Hospital or LGH) Care Connections Program so that medically compromised persons are not discharged into homelessness. LCCEH works with the Homeless Services Provider Network (HSPN) and other committees to strengthen and formalize plans among social service providers to work collaboratively to help low income populations to avoid homelessness.

## **Discussion**

For HOME-funded rental housing projects, the Redevelopment Authority allows the creation of preferences for specific populations such as homeless persons or women and children. For example, a small rental housing project may establish a limit for women with children to assist them to obtain and maintain permanent housing.

## **AP-75 Barriers to affordable housing -91.420, 91.220(j)**

### **Introduction**

The 2016-2020 Consolidated Plan identifies and supports measures by both the Redevelopment Authority and the Lancaster County Planning Commission to meet Lancaster County communities' needs for the development of more units of affordable housing.

### **Actions it planned 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**

Because Pennsylvania is a Commonwealth, the ability to change public policies on issues such as land use controls, tax policies, zoning, fees, charges and growth limitations are limited. Each of the 60 municipalities in Lancaster County create respective policies on these issues. The County of Lancaster works hard to educate and inform local public officials on the benefits of affordable housing and specific actions that can be taken to reduce any barriers to affordable housing.

The Planning Commission has established a strategy with measurable goals for land use policy that will focus on smart growth concepts and increase the availability of affordable housing, with the goal of 15% of all new housing to be designated for low- and moderate-income families. The Planning Commission is making strides to educate the public and local planning officials on the benefits of affordable housing by creating a web-based “toolbox” of resources for municipalities to reach their community development and affordable housing goals.

In 2013, Lancaster County in conjunction with the City of Lancaster updated the Analysis of Impediments to Fair Housing Choice. In 2019, efforts will be undertaken to address the identified impediments.

### **Discussion**

## **AP-85 Other Actions - 91.420, 91.220(k)**

### **Introduction**

#### **Actions planned to address obstacles to meeting underserved needs**

The greatest obstacle in meeting underserved needs for low- and moderate-income residents is the diminishing resources at the federal, state and local levels. The Lancaster County Redevelopment Authority strives to balance the need for affordable housing, infrastructure and human services with the funds that are available. When allocating CDBG, ESG and HOME funds, careful attention is given to targeting low- and moderate-income persons in Lancaster County. By reaching out to low- and moderate-income populations through networking, public meetings, public notices and speaking opportunities, Lancaster County makes sure information about its programs reaches the target customers.

The Lancaster County Redevelopment Authority will continue to collaborate and coordinate with the United Way of Lancaster County for their ongoing community assessment efforts which will target areas of underserved needs.

#### **Actions planned to foster and maintain affordable housing**

Lancaster County plans to foster and maintain affordable housing through its Home Repair and Rental Housing Programs. The County Home Repair Program aids low- and moderate -income families to make major system improvements to their homes. Through the Rental Housing Program, the County plans on creating new affordable rental units and rehabilitate existing rental units for low- and moderate-income households. The City of Lancaster plans on maintaining affordable housing through its Homeowner Rehabilitation Program to provide financial and technical assistance to rehabilitate owner-occupied homes within the City limits.

#### **Actions planned to reduce lead-based paint hazards**

Lancaster County complies with the Lead-Based Paint Rule. The County developed a policy related to lead-based paint for each housing program funded with CDBG, HOME or ESG dollars, as well as the Lancaster County Housing Authority's Housing Choice Voucher Program, to ensure compliance with the regulations. The staff members of the Redevelopment Authority of the County of Lancaster's Technical Services Department conduct risk assessments and clearance inspections.

During 2019 the Redevelopment Authority will continue to implement the Lead-Based Paint Grant Program which will provide assistance to reduce or eliminate lead hazards in approximately 10 housing units for qualified owner-occupied, and renter-occupied units.

There are four contractors certified to complete lead-based paint hazard reduction/abatement in Lancaster County (Pro-Coat Painting, EHC Associates, T. LaMonaca, Jr. and Manor Mechanical). On average, seven properties are tested and pass clearance inspections in the Housing Choice Voucher Program per year. On average, twenty (20) housing units in the Home Repair Program are tested and approximately 10 involve some form of lead-based paint hazard reduction per year.

### **Actions planned to reduce the number of poverty-level families**

The services provided to persons experiencing homelessness will help to reduce the number of poverty-level families.

### **Actions planned to develop institutional structure**

To ensure coordination with Lancaster County's goals, the County requires the Lancaster County Planning Commission to review CDBG infrastructure projects to ensure that projects outlined in the Consolidated Plan are consistent with the objectives and strategies reported in Lancaster County's Comprehensive Plan, *Places 2040*. Lancaster County, through the Redevelopment Authority of the County of Lancaster, will continue to be involved in interagency efforts to strengthen the institutional structure for housing and economic development, including but not limited to, having a representative serve on:

- LCCEH Governance Board, Executive Committee, Funders Group, and Homeless Service Provider Network;
- Susquehanna Riverlands Conservation Landscape Leadership Committee;
- Economic Development Company of Lancaster's Boroughs Collective Working Group;
- Economic Development Company of Lancaster's Loan Review Committee;
- Lancaster Housing Opportunity Partnership's Coalition for Sustainable Housing; and
- Lancaster City Alliance's Team of Lead Organizations for Building on Strength.

### **Actions planned to enhance coordination between public and private housing and social service agencies**

The Lancaster County Redevelopment Authority will continue to work with other funders such as the City of Lancaster, the County of Lancaster, and the United Way of Lancaster to increase coordination efforts between housing and social services along with the LCCEH which focuses on persons experiencing or at-risk of homelessness.

### **Discussion**

## **Program Specific Requirements**

### **AP-90 Program Specific Requirements - 91.420, 91.220(I)(1,2,4)**

#### **Introduction**

#### **Community Development Block Grant Program (CDBG)**

##### **Reference 24 CFR 91.220(I)(1)**

Projects planned with all CDBG funds expected to be available during the year are identified in the Projects Table. The following identifies program income that is available for use that is included in projects to be carried out.

1. The total amount of program income that will have been received before the start of the next program year and that has not yet been reprogrammed
2. The amount of proceeds from section 108 loan guarantees that will be used during the year to address the priority needs and specific objectives identified in the grantee's strategic plan
3. The amount of surplus funds from urban renewal settlements
4. The amount of any grant funds returned to the line of credit for which the planned use has not been included in a prior statement or plan.
5. The amount of income from float-funded activities

Total Program Income

#### **Other CDBG Requirements**

1. The amount of urgent need activities

#### **HOME Investment Partnership Program (HOME)**

##### **Reference 24 CFR 91.220(I)(2)**

1. A description of other forms of investment being used beyond those identified in Section 92.205 is as follows:
2. A description of the guidelines that will be used for resale or recapture of HOME funds when used for homebuyer activities as required in 92.254, is as follows:
3. A description of the guidelines for resale or recapture that ensures the affordability of units acquired with HOME funds? See 24 CFR 92.254(a)(4) are as follows:
4. Plans for using HOME funds to refinance existing debt secured by multifamily housing that is rehabilitated with HOME funds along with a description of the refinancing guidelines required that will be used under 24 CFR 92.206(b), are as follows:

#### **Emergency Solutions Grant (ESG)**

1. Include written standards for providing ESG assistance (may include as attachment)
2. If the Continuum of Care has established centralized or coordinated assessment system that meets HUD requirements, describe that centralized or coordinated assessment system.
3. Identify the process for making sub-awards and describe how the ESG allocation available to private nonprofit organizations (including community and faith-based organizations).
4. If the jurisdiction is unable to meet the homeless participation requirement in 24 CFR 576.405(a), the jurisdiction must specify its plan for reaching out to and consulting with homeless or formerly homeless individuals in considering policies and funding decisions regarding facilities and services funded under ESG.
5. Describe performance standards for evaluating ESG.

