

City of Lancaster, Pennsylvania

Department of Economic Development and Neighborhood Revitalization

Fiscal Year 2014

DRAFT

CDBG PROGRAM
ANNUAL ACTION PLAN

For the Period
January 1, 2013 – December 31, 2014

For Activities Funded By the Following Federal Program:

COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG) PROGRAM

J. Richard Gray, Mayor

Submitted to HUD November 15, 2013

Adopted by Lancaster City Council
Administrative Resolution No. -2013

Fiscal Year 2014

CDBG PROGRAM ANNUAL ACTION PLAN



J. RICHARD GRAY, MAYOR

LANCASTER CITY COUNCIL

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120 North Duke Street
Lancaster, Pennsylvania 17602

Executive Summary

AP-05 Executive Summary - 24 CFR 91.200(c), 91.220(b)

1. Introduction

The Federally-funded Community Development Block Grant (CDBG) Program in Lancaster is administered by the City's Department of Economic Development and Neighborhood Revitalization. The Federal government provides CDBG Program funding to states, counties and municipalities such as Lancaster through the U. S. Department of Housing and Urban Development (HUD). Lancaster's 2014 CDBG Program will enable the City to channel an estimated \$1,558,850 plus an additional \$48,600 in Program Income (for total resources of \$1,607,450) into public works, housing, public (human) services, and public safety activities that benefit low- and very low-income City residents.

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.

CDBG funds, separate HOME funds (as allocated to the developing City/County Consortium) as well as Emergency Shelter Grant (ESG) funds obtained through a separate application from the Pennsylvania Department of Community and Economic Development (DCED) will be directed toward accomplishing the following primary objectives during 2014:

1. Provide decent, affordable rental and owner-occupied housing for low- and very low-income persons throughout the City;
2. Upgrade public infrastructure and facilities in areas of the City principally occupied by persons with low- and very low-incomes;
3. Provide human services for low- and very low-income individuals and families;
4. Improve accessibility for persons with disabilities; and
5. Support emergency shelters and improve supportive services for persons experiencing homeless or those at-risk of becoming homeless, by helping them obtain and sustain permanent housing.

3. Evaluation of past performance

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

The City of Lancaster has had past success in implementing all projects included in the plan. These projects have met all timeliness deadlines and have benefited the low/mod population of the City.

4. Summary of Citizen Participation Process and consultation process

Summary from citizen participation section of plan.

Development of the Fiscal Year 2014 CDBG Program occurred according to the City's Action Plan Development Schedule (see Attachment Three). The process began with the publishing of a Public Meeting announcement in the widely distributed Lancaster newspaper, and on the City's website, on September 30, 2013. The City's Public Meeting was conducted on October 15, 2013.

The agenda for the Public Meeting called for the provision of general information regarding the CDBG Program, including the amount of financial resources available to the City to operate the program and the uses for which CDBG funds may be used. In addition, the City's Public Meeting provided an opportunity for the general public to review, discuss, and comment on Lancaster's proposed FY 2014 CDBG *Annual Action Plan*. A PowerPoint presentation was prepared to assist citizens in understanding the proposed programs and review programs funded under the previous year. The meeting was conducted in City Council Chambers in the Southern Market Center, 100 South Queen Street. Subsequently, the meeting was to be opened for citizen questions and comments. At the end of the Public Meeting, citizens would have been encouraged to put any additional questions or comments in writing and forward them to the City.

The City did not utilize a competitive application process to develop the 2014 CDBG *Annual Action Plan*. Rather, the Mayor and City staff pieced together a new *Plan* to present to the public and to propose to City Council based primarily on previously funded City and non-City activities. City staff met at a meeting open to the public on November 12, 2013 with the City Council Community Development and Planning Committee to review the proposed CDBG Program for 2014. After a presentation by City staff and a question and answer period with Committee members, the Committee voted to recommend approval of Lancaster's 2014 *Proposed CDBG Annual Action Plan* at the next regular meeting of Lancaster City Council on November 13, 2013. The CDBG *Annual Action Plan* was subsequently approved on November 12 by a unanimous vote of the 7-member Council.

The City of Lancaster consulted with the staff of the lead agency for the Lancaster County Continuum of Care on July 6, 2012 regarding Lancaster's ESG application to the Pennsylvania Department of Community and Economic Development for funds from 2012-2014. The City then presented their plan to apply for ESG funds to the Continuum of Care Planning Committee on July 11, 2012. The consultation process reviewed the activities the City would apply for, as well as the standards and procedures the City would require of agencies seeking ESG funds.

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.

Citizen comments and suggestions also would have been solicited in the Public Meeting agenda. Attendees would have been encouraged to communicate comments and suggestions regarding development of the FY 2014, CDBG *Annual Action Plan* to the City at any time during the Citizen's comment period ending Wednesday, October 30, 2013 via the telephone, letters, or through the use of e-mail. The City received no citizen responses during the Public Meeting or throughout the comment period.

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

N/A

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

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

Describe the agency/entity 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	County Of Lancaster	Lancaster County Redevelopment Authority
CDBG Administrator	City Of Lancaster	Economic Development & Neighborhood Revitalization
HOME Administrator	County Of Lancaster	Lancaster County Redevelopment Authority

Table 1 – Responsible Agencies

Narrative (optional)

In 2008, the City of Lancaster and Lancaster County (through its agent, the Lancaster County Housing and Redevelopment Authority, or “LCHRA”) agreed to form a “Consortium” in order to operate a joint Home Investment Partnership (HOME) Program. Formation of the City/County Consortium was ultimately approved by HUD. As “lead entity,” LCHRA currently has the primary responsibility for ensuring Consortium (City and County) compliance with all HOME Program rules and regulations as well as reporting to HUD. The City and LCHRA Consortium Agreement focuses on the HOME Program. The Consortium Agreement does not include any aspect of the separate City and County CDBG Entitlement Programs. Therefore, the City completes a separate CDBG Action Plan. The HOME portion of the City and County’s joint program are included the County’s Action Plan.

Consolidated Plan Public Contact Information

Kari Shrom, Senior Grants Administrator kshrom@cityoflanasterpa.com 717-291-4743

AP-10 Consultation – 91.100, 91.200(b), 91.215(I)

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(I))

The City of Lancaster presented the 2014 Annual Action Plan to the Continuum of Care Planning Committee on October 9, 2013, which is comprised of social service agencies, behavior health agencies, drug & alcohol agencies, and various departments from local county government and the public housing authority. The announcement of the draft 2014 Annual Action Plan and comment was also emailed to these agencies.

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 City of Lancaster consulted with the staff of the lead agency for the Lancaster County Continuum of Care on July 6, 2012 regarding Lancaster’s ESG application to the Pennsylvania Department of Community and Economic Development for grant funds from 2012-2014. The City then presented their plan to apply for ESG funds to the Continuum of Care Planning Committee on July 11, 2012. The consultation process reviewed the activities that would be included in the City’s application, as well as the standards and procedures the City would require of agencies seeking ESG funds.

Describe consultation with the Continuum(s) of Care that serves the State 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 City of Lancaster obtains ESG funds competitively through the Pennsylvania Department of Community & Economic Development. Therefore, no direct consultation with the State CoC was conducted because the State must approve the application submitted by the City.

2. Describe Agencies, groups, organizations and others who participated in the process and describe the jurisdiction’s consultations with housing, social service agencies and other entities

See Below Chart

1	Agency/Group/Organization	Lancaster City Housing Authority
	Agency/Group/Organization Type	PHA
	What section of the Plan was addressed by Consultation?	Public Housing Needs
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	The City of Lancaster consulted with the PHA to determine the needs of public housing, review 2014 goals and provide certification that PHA plans are consistent with the Consolidated Plan.
2	Agency/Group/Organization	Continuum of Care Planning Committee
	Agency/Group/Organization Type	Continuum of Care
	What section of the Plan was addressed by Consultation?	All
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	The City of Lancaster presented the Annual Action Plan to the Continuum of Care Planning Committee. This committee is comprised of various social services agencies, county employees, legal clinic staff, etc.

Table 2 – Agencies, groups, organizations who participated

Identify any Agency Types not consulted and provide rationale for not consulting

N/A

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	Lancaster County BHDS	Priority of Rapid Re-housing activities, followed by emergency shelter, prevention and transitional shelter activities.

Table 3 – Other local / regional / federal planning efforts

AP-12 Participation – 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**

The City held a public meeting and comment period which was advertised in the Lancaster Newspaper, the City's website and on an email send out to various service providers. The City also discussed the 2014 Annual Action Plan at the Continuum of Care Planning Committee meeting. No comments were received. If comments were received, they would have been taken into consideration.

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)
1	Public Meeting	Non-targeted/broad community	Zero attendees	No comments received	N/A	
2	Newspaper Ad	Non-targeted/broad community	No response received	No comments received	N/A	
3	Internet Outreach	Non-targeted/broad community	No response received	No comments received	N/A	www.cityoflancasterpa.com

Table 4 – Citizen Participation Outreach

Expected Resources

AP-15 Expected Resources – 91.220(c) (1, 2)

Introduction

The City estimates it will receive \$1,558,850 in entitlement funds for 2014, and will also receive \$25,000 in program income, for total resources equalling \$1,583,850.

Priority Table

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 1				Expected Amount Available Reminder 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	1,558,850	48,600	0	1,607,450	1,558,850	Estimated CDBG Entitlement and Program Income for 2014

Table 5 - 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

CDBG funds will supplement a variety of programs that have other sources of funding. The Streets Improvements program generally utilizes other state grant funds. The City of Lancaster's internal operating funds also supplement the Housing Code Enforcement Program and the Neighborhood Crime Prevention Program. The CDBG funds used for the Micro-Enterprise development program represents less than 5% of their total program budget; the majority of their budget is comprised of privately raised funds.

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

N/A

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	Critical Repair Program	2014	2014	Affordable Housing	LANCASTER CITY	Maintain Affordable Housing	CDBG: \$100,000	Homeowner Housing Rehabilitated: 24 Household Housing Unit
2	Housing	2014	2014	Affordable Housing	LANCASTER CITY	Maintain Affordable Housing	CDBG: \$505,000	Homeowner Housing Rehabilitated: 58 Household Housing Unit Housing Code Enforcement/Foreclosed Property Care: 2500 Household Housing Unit
3	Removal of Blight	2014	2014	Affordable Housing	LANCASTER CITY	Provide Suitable Living Environment	CDBG: \$50,000	Homeowner Housing Rehabilitated: 12 Household Housing Unit
4	Economic Development	2014	2014	Non-Housing Community Development	LANCASTER CITY	Expand Economic Opportunities	CDBG: \$5,000	Other: 25 Other
5	Create Suitable Living Environment	2014	2014	Non-Housing Community Development	LANCASTER CITY	Provide Suitable Living Environment	CDBG: \$670,000	Public Facility or Infrastructure Activities for Low/Moderate Income Housing Benefit: 33567 Households Assisted Public service activities for Low/Moderate Income Housing Benefit: 33567 Households Assisted

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
6	Planning & Administration	2014	2014	Planning & Administration	LANCASTER CITY	Maintain Affordable Housing Provide Suitable Living Environment Expand Economic Opportunities	CDBG: \$277,450	Other: 1 Other

Table 6 – Goals Summary<TYPE=[text] REPORT_GUID=[9B4786E64DDAC839A8E119B13CB7DB46]>

Goal Descriptions

1	Goal Name	Critical Repair Program
	Goal Description	
2	Goal Name	Housing
	Goal Description	
3	Goal Name	Removal of Blight
	Goal Description	
4	Goal Name	Economic Development
	Goal Description	
5	Goal Name	Create Suitable Living Environment
	Goal Description	

Estimate the number of extremely low-income, low-income, and moderate-income families to whom the jurisdiction will provide affordable housing as defined by HOME 91.215(b):

The City will provide assistance to a total of 24 low-income households through its Critical Repair Program. This program provides zero interest loans for eligible homeowners to make emergency repairs in their properties.

AP-35 Projects – 91.220(d)

Introduction

The City plans to continue focusing CDBG resources in the below project areas:

#	Project Name
1	Housing Activities
2	CDBG Planning & Administration
3	Public/Human Services
4	Critical Repair Program
5	Public Infrastructure
6	Economic Development

Table 7 – Project Information

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

The continuing, long-term reduction of Federal, State and local financial resources is the single greatest impediment to meeting under-served needs for low- and very low-income Lancaster residents. Lancaster’s 2012 Entitlement Grant was \$1,403,334. This is nearly one million dollars lower than the entitlement amount received by the City ten years prior (FY 01-02 Entitlement amount was \$2,360,000).

The City has addressed the loss of entitlement program funds by hiring a Development Administration who will research other Federal, State and private funding sources to enhance the dollars received from HUD. Obtaining additional financial resources will increase Lancaster’s success in addressing the under-served needs of its citizens.

A second obstacle to meeting under-served needs is the concentration of affordable housing in the City compared to the rest of Lancaster County, and the fact that all public housing in the County is located within the City’s original four square miles. Resolving the needs of Lancaster’s lower-income population is difficult given the dwindling resources available to address the problem.

The City and County have established a consortium to more efficiently and effectively implement their HOME and CDBG programs for the greater benefit of lower-income individuals and families living in Lancaster City and County. Also, the City of Lancaster will have, in addition to its normal allocations of CDBG and HOME dollars, access to a yet-to-be determined amount of County HOME funds to help improve and expand the housing stock as well as address under-served needs of low- and very low-income residents of the City.

Projects

AP-38 Projects Summary

Project Summary Information

1	Project Name	Housing Activities
	Target Area	LANCASTER CITY
	Goals Supported	Housing Removal of Blight
	Needs Addressed	Maintain Affordable Housing
	Funding	CDBG: \$555,000
	Description	This project is for activities that are directly related to housing.
	Planned Activities	Housing activities will include the Code Enforcement Program project (\$350,000), the Vacant & Blighted project (\$50,000) and the Administration of the Rehabilitation, Critical Repair and Lead Hazard Control Program projects (\$155,000).
2	Project Name	CDBG Planning & Administration
	Target Area	LANCASTER CITY
	Goals Supported	Planning & Administration
	Needs Addressed	Provide Suitable Living Environment
	Funding	CDBG: \$252,450
	Description	This project is for the planning and administration of CDBG activities.
	Planned Activities	General Planning & Administration of CDBG Program (\$162,450), CDBG Indirect Administration (\$80,000) and Fair Housing Program Administration (\$10,000).
3	Project Name	Public/Human Services
	Target Area	LANCASTER CITY

	Goals Supported	Create Suitable Living Environment
	Needs Addressed	Provide Suitable Living Environment
	Funding	CDBG: \$120,000
	Description	This project is for public/human services activities.
	Planned Activities	The Neighborhood Crime Prevention Program will provide extra police details in low-income areas of the City.
4	Project Name	Critical Repair Program
	Target Area	LANCASTER CITY
	Goals Supported	Critical Repair Program
	Needs Addressed	Maintain Affordable Housing
	Funding	CDBG: \$100,000
	Description	This project is for Critical Repair Program activities
	Planned Activities	Provide eligible homeowners with zero-percent loans to make emergency repairs such as roof replacements, plumbing repairs, replacement of heating systems, etc.
5	Project Name	Public Infrastructure
	Target Area	LANCASTER CITY
	Goals Supported	Create Suitable Living Environment
	Needs Addressed	Provide Suitable Living Environment
	Funding	CDBG: \$550,000
	Description	This project is for public infrastructure activities.
	Planned Activities	The Streets Improvements Program will provides improvements to accessibility by repaving streets and installing ADA compliant sidewalk curb cuts.
6	Project Name	Economic Development

Target Area	LANCASTER CITY
Goals Supported	Economic Development
Needs Addressed	Expand Economic Opportunities
Funding	CDBG: \$5,000
Description	This project is for economic development activities.
Planned Activities	The Micro-Enterprise project will provide business training classes to aspiring entrepreneurs, which will be administered by ASSETS, Lancaster.

Table 8 – Project Summary

AP-50 Geographic Distribution – 91.220(f)

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

The focus (and location) of Lancaster’s CDBG Program activities is in the original four square mile area of the City (i.e., one mile in each direction from Penn Square) where all of the City Census Tracts occupied primarily by low- and very low-income persons are located. Also, the areas of racial/minority concentration are located in the original four square miles, particularly in the southeast and south central sectors of the City. It is in this target area that the City will focus action through its CDBG-funded activities to reduce or eliminate impediments to meeting underserved needs.

Geographic Distribution

Target Area	Percentage of Funds
LANCASTER CITY	86.05

Table 9 - Geographic Distribution

Rationale for the priorities for allocating investments geographically

The areas of racial/minority concentration are located in the original four square miles, particularly in the southeast and south central sectors of the City. It is in this target area that the City will focus action through its CDBG-funded activities to reduce or eliminate impediments to meeting underserved needs.

Affordable Housing

AP-55 Affordable Housing – 91.220(g)

Introduction

One Year Goals for the Number of Households to be Supported	
Homeless	261
Non-Homeless	
Special-Needs	
Total	

Table 10 - One Year Goals for Affordable Housing by Support Requirement

One Year Goals for the Number of Households Supported Through	
Rental Assistance	40
The Production of New Units	
Rehab of Existing Units	58
Acquisition of Existing Units	12
Total	

Table 11 - One Year Goals for Affordable Housing by Support Type

Discussion

The City of Lancaster's ESG funds are received competitively through the PA Department of Community & Economic Development, which are used for six different programs: Tabor's Transitional Living Center (emergency shelter beds), Tabor's Homeless Prevention Program, Tabor's Rapid Re-housing Program, Community Action Program of Lancaster County (CAP) Domestic Violence Services Emergency Shelter, CAP Homeless Prevention Program and Clare House's transitional shelter.

AP-60 Public Housing – 91.220(h)

Introduction

In accordance with regulations at 24 CFR Part 903, Public Housing Agency Plans, the City of Lancaster annually reviews the Lancaster City Housing Authority's (LCHA) Fiscal Year "Capital Fund Program" and updated "Five-Year Plan" when applicable. The purpose of the City's review is to determine whether the documents are consistent with Lancaster's "Consolidated Plan" prior to submission of the documents by the Authority to the Federal Department of Housing and Urban Development (HUD). The City of Lancaster reviewed the documents submitted by LCHA for FY 2013 and certified that they were consistent with Lancaster's "Consolidated Plan." The City currently provides no direct financial assistance to LCHA in support of public housing because the Authority is able to separately finance its own operations. All public housing in Lancaster County is located in the City of Lancaster. There are 565 public housing units that are operated at or near 100% occupancy.

LCHA had an agency-wide ADA study conducted to identify the number and location of Public Housing units that they would want to pursue making fully UFAS compliant. Two units in one of the family developments were renovated to be fully UFAS compliant. Common areas were also renovated at each of the four housing sites. There are plans for additional units to be renovated in the future.

There are currently 1003 Housing Choice Vouchers that are at or near 100% utilization.

LCHA is pursuing additional Project-Based partnerships with local agencies via their Section 8 Housing Choice Voucher Program. There are currently 75 Project-Based Section 8 vouchers.

LCHA administers a Housing Choice Voucher Family Self Sufficiency program which promotes overall self sufficiency and home ownership for Section 8 clients. As of June 2013, 24 clients were enrolled in the program.

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

LCHA was awarded \$671,189 from HUD's Capital Fund Program. These funds will be used to replace boilers and water heaters; repair roofs, porches and gutters; and install new kitchen cabinets and appliances.

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

The Lancaster City Housing Authority (LCHA) meets with their Resident Advisory Board in the development process of their Annual Action Plan.

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

N/A

AP-65 Homeless and Other Special Needs Activities – 91.220(i)

Introduction

The City of Lancaster works in coordination with the Lancaster County Coalition to End Homeless (LCCEH), which is the lead agency in charge of Lancaster's CoC. The LCCEH has established the HEADING HOME Ten Year Action Plan to Prevent and End Homelessness. The City coordinates its ESG funds with the goals and actions established in the plan. The City has consulted with the CoC regarding its 2012-2014 ESG program, in which funds are obtained competitively through the Pennsylvania Department of Community and Economic Development.

The City is also involved in LCCEH boards and committees; employees attend the Homeless Service Providers Network meeting, the Continuun of Care Planning Committee and the LCCEH Leadership Council and Executive Committee. The City also meets with the lead agency, the Lancaster Country Redevelopment Authority (recipient of entitlement ESG funds), and United Way (private funding provider) to coordinate efforts

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

Homeless outreach workers provide street-based and shelter-based outreach to persons experiencing homelessness. These workers build relationships with persons experiencign homelessness and connect them with services. The Community Homeless Outreach Center (CHOC) is a daytime drop-in facility that provides showers, mailboxes, telephone and internet usage, and a variety of other services to persons experiencing homelessness. Outreach workers also build relationships with clients at CHOC and connect them with additional services.

Lancaster County began its coordinated assessment/single point of entry system, known as Community Homeless Assessment and Referral Team (CHART), in September 2013. CHART has contracted with United Way LINC to provide initial client screening into the single point of entry system. CHART workers will also be mobile, allowing them to conduct face-to-face initial assessments to clients who are at emergency shelters, the daytime drop-in center, on the street or in other areas.

The CHART will:

- Ensure that households at imminent risk of homelessness get the right services at the right time and at the right level;
- Provide a single, trusted access point individuals and families can turn to for homeless prevention services, assessment, light case management and referral to emergency housing and other services to help get back on their feet;
- Focus on diversion and prevention whenever possible with shelter entry only when no other option or resource is available;
- Recognize that a successful SPE is dependent upon full provider buy-in; must have sufficient housing specialists, diversion and rapid re-housing resources; and must include permanent

housing resource identification/referral at point of entry.

Addressing the emergency shelter and transitional housing needs of homeless persons

The HEADING HOME Ten Year Action Plan to Prevent and End Homelessness lists as an Action Step to “Identify the necessary amount of shelter beds for the Lancaster County Continuum of Care.” The HEADING HOME Plan also addresses the emergency and transitional housing needs of homeless persons. See the Annual Action Plan for specific steps planned.

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

Rapid re-housing services will be the primary method to make the transition to permanent housing and independent living for persons experiencing homelessness. Rapid re-housing will help chronically homeless individuals and families, families the children, veterans and their families to move out of homelessness and into permanent housing as quickly as possible. Tabor Community Services currently operates a rapid re-housing activity program “Shelter To Independent Living Program.” This program is currently funded through Lancaster County CDBG public service dollars, a HUD Continuum of Care grant and private donations and 2012-2014 funds through the City of Lancaster’s ESG program (through PA DCED).

The skills and disciplines taught through the provision of services as well and the resources identified in the individual Housing Plan will work to prevent formerly homeless persons from returning to homelessness. Self sufficiency is also a primary goal of the program.

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.

The CoC works with the Lancaster County Children and Youth Agency (CYA) who established the Independent Living (IL) Unit to ensure that youth aging out of foster care are not discharged into homelessness. The IL Unit offers education and supportive services for ages 16-21. Staff members facilitate weekly groups about daily living skills such as budgeting, employment, and cooking; including an advanced group to address specific needs of older IL youth. Community volunteers mentor youth for ongoing support as they access independent housing. Housing types include independent residences, resource homes, residential settings, and specifically developed IL programs with private community providers. Services provided as they exit care include assistance locating and maintaining housing and job search assistance. The aftercare specialist IL Coordinator locates housing through a number of strategies including identifying resources the youth already have, local affordable housing projects (HDC

& Community Basics) and relationships with landlords and realtors. A financial assistance program assists youth in paying for housing until they build savings and maintain budgets. Collaborative stakeholders include Administration of PA Courts, CYA, Guardians Ad Litem, and OCYF, Boys Club and local housing providers

Discussion

One year goals for the number of households to be provided housing through the use of HOPWA for:	
Short-term rent, mortgage, and utility assistance to prevent homelessness of the individual or family	N/A
Tenant-based rental assistance	N/A
Units provided in housing facilities (transitional or permanent) that are being developed, leased, or operated	N/A
Units provided in transitional short-term housing facilities developed, leased, or operated with HOPWA funds	N/A
Total	N/A

The City of Lancaster does not receive HOPWA funds.

AP-75 Barriers to affordable housing – 91.220(j)

Introduction

Lancaster's *Consolidated Plan* for 2011-2015 includes a discussion of issues that continue to constitute barriers to affordable housing in the City. Lancaster supports and funds a number of activities aimed at reducing or eliminating barriers to fair housing for lower-income persons wishing to reside in the City.

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

The preservation and improvement of affordable housing in low- and very low-income neighborhoods is a long-term goal of the City. Achievement of this goal will be promoted in FY 2011 through (1) continuous, aggressive code enforcement by the staff of the City's "Housing Code Enforcement Program", (2) City efforts through its "Homeowner Rehabilitation Assistance Project," to rehabilitate owner occupied housing, restoring the dwelling units to livable conditions, and preventing them from being lost, and (3) the provision of assistance to low- and very low-income City homeowners to remediate an emergency home repair through the "Critical Home Repair Loan Project."

The "Housing Code Enforcement Program" will enable the City to implement a Housing Code enforcement program designed to improve health and safety conditions in the homes of lower-income City residents, and to prevent deterioration of the City's affordable housing stock and the spread of blight, particularly in areas principally occupied by lower-income persons. City Project staff will conduct approximately 21,800 inspections and re-inspections during FY 2013 in City Census Tracts occupied primarily by low- and very low-income persons.

The City administers a "Homeowner Rehabilitation Assistance Project" for homeowners to help them maintain the condition and integrity of their homes. A total of fourteen occupied homes will be rehabilitated through this Project during FY 2013. In addition, there were several rehabilitations started in FY 2012 that will be carried over into FY 2012. The Project serves lower income homeowners of all ages, including senior citizens, by enabling them to remain in their homes (improved by the Project to comply with the Housing Code) considerably longer than they otherwise may have been able to without Project assistance. In this historic City with a vast majority of older homes, the maximum cost of homeowner rehabilitation projects is \$40,000 per unit. Also, the City will conduct through this Project childhood lead poisoning prevention activities that identify children under the age of six that have lead-based paint poisoning or may be subject to lead hazards. The City will work to eliminate their health problems and to control and reduce lead paint hazards in the environment of its children.

Lancaster will also operate a "Critical Home Repair Loan Project" to assist lower-income homeowners facing an emergency situation regarding some aspect of their home that is threatening to their health or life, and which requires immediate attention and resolution. The Critical Home Repair Loan Project addresses serious housing problems that cannot wait for the normal rehabilitation program process because of the immediate nature of the emergency situation. The intent of the Project is to help lower-

income persons or families remain in their affordable housing despite the occurrence of an otherwise insurmountable emergency. Examples of “critical” situations would be when an old heating system in a home is not properly functioning during cold weather and cannot be repaired, a leaking roof, or a broken sewage pipe that is causing sewage to back up into a house. Approximately twenty-four critical repair loans will be made during FY 2013.

Discussion

The City also provides HOME funds to Lancaster Housing Opportunity Partnership (LHOP) to carry out the Lancaster Home Purchase Initiative Project. This project provides down payment assistance and/or closing costs to low- and very low-income homeowners who participate in a homebuyer education program provided by LHOP.

In addition, the Redevelopment Authority of the City of Lancaster (in close coordination with the City Department of Economic Development and Neighborhood Revitalization) operates the “Vacant and Blighted Property Acquisition and Disposition Project” through which it obtains control of blighted, unoccupied homes within the city. The blighted homes are acquired through purchase or eminent domain. The properties must have been condemned for 30-days or vacant for 90 days. The Authority then sells them to individuals, developers, or City agencies for the purpose of rehabilitation. During FY 2013, it is expected that twelve affordable, single-family units will be acquired, rehabilitated and sold. A deed restriction is placed on each single-unit residential property sold, requiring the property to be owner-occupied. This restriction will help to stabilize neighborhoods by promoting homeownership.

AP-85 Other Actions – 91.220(k)

Introduction

Actions planned to address obstacles to meeting underserved needs

The City of Lancaster continues to operate the Critical Repair Program and the Homeowner Rehabilitation Program. The programs provide eligible homeowners with zero interest loans (and some forgivable loans), to have work done to their property. These programs enhance the livability of the property and provide owners with an affordable method to make necessary repairs.

Actions planned to foster and maintain affordable housing

The City's Critical Repair Program, Homeowner Rehab Program, Lead Hazard Control Program and Healthy Homes Program all focus on maintaining owner occupied housing for households under 80% AMI. The City's Code Enforcement Program and Vacant Property programs also assist ensuring the maintenance of housing throughout the City. The City has also worked with local agencies to obtain State grant funds to administer facade repair programs. The City also works with SACA Development Corp. (a qualified CHDO) in their development of affordable housing, particular in the South East area of Lancaster City, which has a concentration of minority and low-income households.

Actions planned to reduce lead-based paint hazards

The City of Lancaster continues to comply with all Federal regulations regarding lead-based paint (LBP). Most of the City's housing stock was, in fact, constructed prior to 1978. Therefore, the requirements of the federal rules constitute a serious matter (as well as financial burden) to the City. The rules address risk assessment, interim controls, and abatement, including the requirement that certain types of construction workers be certified in LBP practices. In addition, the City for several years has applied for and received funds from the Pennsylvania Department of Health to operate a program to address LBP hazards in homes throughout the City, known as the Lead Hazard Control Program (LHCP). This program is available to low- and very low-income homeowners within the City, who have children under the age of 6 residing or spending a significant amount of time at the property. The City's Rehabilitation Specialist conducts a risk assessment of the property and creates specifications to address any lead hazards in the property. Common repairs consist of replacing or stabilizing hazardous paint on windows, doors, baseboards, floors and other components, both interior and exterior.

Properties purchased with the financial assistance of the City's housing programs must have initial inspections for LBP hazards, and be cleared of all LBP hazards prior to issuance of a certificate of occupancy.

Actions planned to reduce the number of poverty-level families

One public (human) service activity benefiting lower-income persons will be financially supported with CDBG funds by the City of Lancaster in 2012. The Project is aimed at reducing the level of crime in City neighborhoods (the majority of which are located in Census Tracts occupied primarily by low- and very low-income persons).

Neighborhood Crime Reduction Project: The City Bureau of Police, located at 39 West Chestnut Street, will utilize Project funds to operate police activities on an overtime basis primarily in lower-income areas of the City. The CDBG allocation of \$170,000 will permit the Bureau to accomplish more in that the CDBG funds augment over \$435,000 in grant and general fund money, for a total overtime budget of approximately \$605,000. The objectives of the police activities are to reduce crime and improve the quality-of-life for residents in the many City neighborhoods.

Staffing for the Neighborhood Crime Reduction Project will require community relations personnel and officers from various divisions to volunteer to work overtime for the following component of this project. Street Operations Group (S.O.G.) involves officers from various divisions of the Bureau of Police working together under a "zero" tolerance philosophy to identify and apprehend individuals violating city ordinances or state laws. S.O.G. officers use statistical data, citizen complaints, neighborhood surveys and on-view violations to identify problem areas. S.O.G. details consist of 6 to 12 officers working 4 to 6 hour shifts during various times and days of the week.

Actions planned to develop institutional structure

The City of Lancaster needs a strong, well-defined civic infrastructure in order to effectively plan for its future and to successfully implement those plans. Civic infrastructure can be defined as the capacity of the public, private, and non-profit sectors to sacrifice self-interest and work for the betterment of the entire community. In order to establish a strong, well-designed and well-developed infrastructure, it must be recognized that the City government alone cannot resolve all problems or provide all economic and social opportunities to reach established goals. Coalitions, partnerships, and networks that facilitate the exchange of information and ideas must be enhanced or formed among all sectors of the community.

The City supports the goal of a strong, well-defined civic infrastructure, and will attempt during FY 2012 to achieve the following objectives to build, support, and improve the institutional structure in Lancaster by doing the following:

- a) Strengthen existing public/private partnerships and create new ones to implement programs and deliver services of all types.
- b) Promote citizen participation as the cornerstone of every planning process.
- c) Create interactive community information systems at the City and neighborhood levels.
- d) Create community indicators and benchmarking programs to measure the success of public and private programs and policies.
- e) Provide public education and encourage public awareness regarding issues that affect all City residents, but primarily persons of low and very low income.
- f) Customize housing information and technical assistance.
- g) Maximize existing City programs that provide homeownership and rental assistance.

h) Support advocacy and planning activities with organizations whose primary mission relates to the provision of housing for low- and very low-income households.

Staff participation on local committees and boards involved in community development provides input on community needs and a means to work toward better coordination of services for low- and very low-income residents. The Department of Economic Development and Neighborhood Revitalization will continue to be particularly involved in interagency efforts to strengthen the institutional structure for housing and economic development.

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

City employees sit on various boards and committees. Many of these boards and committees contain members representing private housing and social service agencies.

Program Specific Requirements

AP-90 Program Specific Requirements – 91.220(l)(1,2,4)

Introduction

Community Development Block Grant Program (CDBG)

Reference 24 CFR 91.220(l)(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	0
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.	0
3. The amount of surplus funds from urban renewal settlements	0
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	0
5. The amount of income from float-funded activities	0
Total Program Income:	0

Other CDBG Requirements

1. The amount of urgent need activities	0
2. The estimated percentage of CDBG funds that will be used for activities that benefit persons of low and moderate income. Overall Benefit - A consecutive period of one, two or three years may be used to determine that a minimum overall benefit of 70% of CDBG funds is used to benefit persons of low and moderate income. Specify the years covered that include this Annual Action Plan.	86.05%

2014 ANNUAL ACTION PLAN SUMMARY

HOUSING PROJECTS

1. Housing Enforcement Liaison Plan (Code Enforcement) Project \$350,000
2. Administration of the Homeowner Home Rehabilitation Assistance and Administration of the Critical Home Repair Project 155,000
3. Critical Home Repair Project 100,000
4. Vacant and Blighted Property Acquisition and Disposition Project 50,000

PUBLIC IMPROVEMENTS / INFRASTRUCTURE PROJECTS

5. Street Improvements Project 550,000

PUBLIC (HUMAN) SERVICE PROJECTS

6. Neighborhood Crime Reduction Project \$120,000

ECONOMIC DEVELOPMENT PROJECTS

7. Micro-Enterprise Development/Business Service Center Project \$ 5,000

PROGRAM PLANNING AND ADMINISTRATION / FAIR HOUSING SERVICES

- Program Planning and Administration \$187,450
- City Charges for Indirect Costs, Rent, Audit, etc. 80,000
- Fair Housing Services Project 10,000

GRAND TOTAL OF 2014 CDBG FUNDS **\$1,607,450**
(2014 Entitlement funds \$1,558,850 + \$48,600 estimated PI = \$1,607,450)