

City of Lancaster, Pennsylvania
Department of Economic Development and Neighborhood Revitalization

Fiscal Year 2020

ANNUAL ACTION PLAN
SUBSTANTIAL AMENDMENT #1

For the Period
January 1, 2020 – December 31, 2020
For Activities Funded by the Following Federal Program:

COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG) AND
EMERGENCY SOLUTIONS GRANT (ESG) PROGRAMS

Danene Sorace, Mayor



CITY OF
LANCASTER

Executive Summary

Introduction

The City of Lancaster will receive a CDBG entitlement amount of \$1,708,182 and an ESG entitlement amount of \$145,929 for the 2020 fiscal year.

Substantial Amendment #1: The purpose of Substantial Amendment #1 to the City of Lancaster's 2020 Annual Action Plan is to execute a substantial budgetary amendment to two (2) planned Community Development Block Grant (CDBG) projects. Specifically, the City intends to make the substantial budget changes:

- **Substantial Budgetary Amendment:** Deallocate \$100,000 from the 2020 Vacant & Blighted Activity and reallocate to the 2020 Critical Repair and Lead Hazard Reduction Program Administration due to programmatic and capacity needs.
 - The 2020 Vacant & Blighted Activity is hereby decreased from \$100,000 by \$100,000 to \$0;
 - The 2020 Critical Repair and Lead Hazard Reduction Program Administration is hereby increased from \$244,000 by \$100,000 to \$344,000;
 - All corresponding and impacted Annual Action Plan sections are hereby updated to reflect this amendment action.

Summarize the objectives and outcomes identified in the Plan

CDBG, ESG and HOME funds (as allocated to the developing City/County Consortium) will be directed toward accomplishing the following primary objectives during 2020:

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

Evaluation of past performance

The City's 2016, 2017, 2018 and 2019 Consolidated Annual Performance Evaluation Reports (CAPERs) were used as an evaluation of past performance to help lead the grantee to choose its goals or projects for the 2020 Fiscal Year.

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.

Summary of Citizen Participation Process and consultation process

The draft plan was placed on the City's website on April 16th, 2020.

A legal advertisement was placed in the Lancaster Newspaper on Friday, April 16, 2020 announcing the 30-day public comment period from April 16th - May 16th, 2020 (see appendix). No formal comments were received.

A public meeting and City Council Meeting was announced in a separate legal advertisement on Monday, May 11, 2020, announcing the opportunity to participate in a public meeting on Tuesday, May 26th, 2020 (see appendix). The meeting was held remotely and was filmed and can be found here: <https://www.youtube.com/watch?v=ajOu5wv2CC8>.

Substantial Amendment 1: The City's Citizen Participation Plan states, "Prior to executing an amendment to any Action Plan, the City will provide citizens with reasonable notice of and an opportunity to comment on such proposed "substantial changes." The City will consider any comments and, if deemed appropriate, modify its proposed "substantial changes" prior to forwarding it to HUD.

In accordance with the City's Citizen Participation Plan, a legal advertisement was placed in the Lancaster Newspaper (LNP) on July 5, 2022 announcing a minimum of a 30-day public comment period ending on August 8, 2022. The amended plan is available for public review and comment on the City's website. All comments regarding the proposed changes can be sent to Brynn K. McGowan verbally or in writing at the following:

- Phone: 717-719-3838
- Email: bmcgowan@cityoflancasterpa.com

Summary of public comments

Councilors had several comments:

1. What populations does ESG serve: Councilor Diaz had questions as to who can seek services funded by ESG dollars. An explanation of HUD defined homeless and at-risk of homeless was given.
2. Crime Prevention Activity: Councilor Garcia Molina and Councilor Arroyo both listed concerns regarding the data gathered for the Crime Prevention Activity. They described the data gathered as outputs, not outcomes and they strongly advised that we develop a way to measure crime prevention effectively if we want to continue funding this program. We agreed that this is a good recommendation and will be making efforts of the remaining months of 2020
3. 5-year Consolidated Action Plan: Councilor Bakay asked questions regarding the upcoming renewal to the Consolidated Action Plan (2021 - 2025). We reviewed the set process (detailed in our Citizen Participation Plan) and will be updating the Council as we further define the process.

Substantial Amendment 1 Public Comments: None received during the 30-day public comment period.

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

All comments and views were accepted but no substantial changes were recommended to the plan.

Substantial Amendment 1 Public Comments: None received during the 30-day public comment period.

Lead & Responsible Agencies

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
CDBG Administrator	LANCASTER	Community Planning and Economic Development
ESG Administrator		

Table 1 – Responsible Agencies

Consolidated Plan Public Contact Information

Brynn McGowan, Community Development Administrator, BMcGowan@cityoflancasterpa.com

3. Agencies, groups, organizations who participated

1	Agency/Group/Organization	Redevelopment Authority of the County of Lancaster
	Agency/Group/Organization Type	Housing PHA Services - Housing Other government - County
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Public Housing Needs Homeless Needs - Chronically homeless Homeless Needs - Families with children Homelessness Needs - Veterans Homelessness Needs - Unaccompanied youth Homelessness Strategy Non-Homeless Special Needs Market Analysis Economic Development Anti-poverty Strategy Lead-based Paint Strategy
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	This plan was jointly submitted with the Lancaster County Redevelopment Authority. Policies and strategies were discussed and created collaboratively.
2	Agency/Group/Organization	United Way
	Agency/Group/Organization Type	United Way
	What section of the Plan was addressed by Consultation?	Homeless Needs - Chronically homeless Homeless Needs - Families with children Homelessness Needs - Veterans Homelessness Needs - Unaccompanied youth

		Homelessness Strategy Anti-poverty Strategy
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	The City routinely meets with United Way staff to discuss homeless strategies. The President & CEO of the United Way also sits on the Mayor's Commission to Combat Poverty.
3	Agency/Group/Organization	Lancaster Housing Opportunity Partnership
	Agency/Group/Organization Type	Housing Services - Housing Service-Fair Housing
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Homeless Needs - Chronically homeless Homeless Needs - Families with children Homelessness Needs - Veterans Homelessness Needs - Unaccompanied youth Homelessness Strategy Market Analysis Anti-poverty Strategy
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	In 2020, the City of Lancaster will continue to support the Fair Housing Program. This program is carried out by the Lancaster Housing Opportunity Partnership (LHOP) and receives CDBG Administrative funds to address impediments identified in the 2013 Analysis of Impediments to Fair Housing Choice. LHOP has been an integral part in the update of the Analysis of Impediments to Fair Housing Choice (2021 – 2027), a document that guides decisions in this document. A City staff member attend all planning meetings regarding this documents development. A City staff member also sits on the HEEI Collaborative Committee Meeting and the HEEI Collaborative: Fair Housing Summit Planning Committee. These meetings and initiatives inform the action plan LHOP is also involved in the Leadership of the Lancaster County Coalition to End Homelessness; LHOP's Executive Director is on a sub-committee for the Mayor's Commission to Combat Poverty; LHOP is also part of the Coalition for Sustainable Housing and the Fair Housing Program is run by LHOP staff.
4	Agency/Group/Organization	Tabor Community Services
	Agency/Group/Organization Type	Services - Housing Services-homeless
	What section of the Plan was addressed by Consultation?	Homeless Needs - Chronically homeless Homeless Needs - Families with children Homelessness Needs - Veterans Homelessness Needs - Unaccompanied youth Homelessness Strategy Anti-poverty Strategy
	Briefly describe how the Agency/Group/Organization was consulted. What are	Tabor is a member of various committees under the Coalition to End Homelessness and is also the provider of coordinated assessment, emergency shelter, and rapid re-housing programs. Tabor actively provides input on policies and strategies.

	the anticipated outcomes of the consultation or areas for improved coordination?	
5	Agency/Group/Organization	Lancaster City Alliance
	Agency/Group/Organization Type	Business and Civic Leaders
	What section of the Plan was addressed by Consultation?	Economic Development Anti-poverty Strategy
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	The City adopted "Building on Strength" as its economic development plan, which was developed by the Lancaster City Alliance. A City representative sits on the Board.
6	Agency/Group/Organization	Lancaster County
	Agency/Group/Organization Type	Housing Services - Housing Other government - County Planning organization Civic Leaders
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Market Analysis Economic Development Anti-poverty Strategy Lead-based Paint Strategy How transportation plays into the community's economy
	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 routinely works closely with the Lancaster County Planning Department and the Lancaster County Inter-Municipal Committee (LIMC). The LIMC is a Council of Governments comprised of 9 municipalities located in the central part of Lancaster County, including and surrounding the City of Lancaster, established to address inter-municipal challenges and concerns in central Lancaster County, Pennsylvania. It encourages and facilitates inter-municipal cooperation, helps coordinate multi-municipal programs and activities, undertakes projects that will benefit its member municipalities, and provides a forum for municipal officials to discuss issues of mutual interest.

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?
HEADING HOME: Ten Year Action Plan	Lancaster County Coalition to End	The City of Lancaster works in coordination with the Lancaster County Coalition to End Homeless (Lanc Co MyHome), which is the lead agency in charge of Lancaster's CoC. The City participated in a joint funding application process run by the Lanc Co

<p>to Prevent and End Homelessness</p>	<p>Homelessness (Lanc Co MyHome)</p>	<p>MyHome to award its ESG funds. Two City representative sits on the Governance Board.</p> <p>Lanc Co MyHome 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.</p> <p>Additionally, Lanc Co MyHome has recently released its strategic plan that will build capacity and focus direction.</p> <p>Hospitals, county behavioral health, RMO, housing and other various social service providers are represented at the various levels of the Continuum of Care. City and County staff participate at all levels of the Continuum of Care.</p> <p>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. The City has consulted with the CoC regarding its 2020 ESG program.</p>
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Table 3 - Other local / regional / federal planning efforts

Substantial Amendment 1: The City of Lancaster's planned budget reallocation helps to support the continuation and propagation of affordable, safe, quality housing in the City, and is focused on housing rehabilitation in the form of critical repairs in low- and moderate-income areas, providing direct affordable housing support to low- and moderate-income beneficiaries. This reallocation approach is supported by the City's consultation and needs assessment findings for its 2021 - 2025 Consolidated Action Plan and 2022 Annual Action Plan, which continually identify affordable housing as a priority community need and furthers the City's priority objective of maintaining affordable, good quality housing thereby preserving the City's safe, affordable housing stock.

Participation

Summary of citizen participation process/Efforts made to broaden citizen participation

The draft plan was placed on the City's website on April 16th, 2020.

A legal advertisement was placed in the Lancaster Newspaper on Friday, April 16, 2020 announcing the 30-day public comment period from April 16th - May 16th, 2020 (see appendix). No formal comments were received.

A public meeting and City Council Meeting was announced in a sperate legal advertisement on Monday, May 11, 2020, announcing the opportunity to participate in a public meeting on Tuesday, May 26th, 2020 (see appendix). The meeting was held remotely and was filmed and can be found here: <https://www.youtube.com/watch?v=ajOu5wv2CC8>.

All comments and views were considered and helped in the ultimate formation of the plan.

Mayor Sorace's Administration values public outreach and feedback. We are committed to developing processes and procedures that effectively engages the public and accurately garners public concerns and comments.

Substantial Amendment 1: In accordance with the City's Citizen Participation Plan, a legal advertisement was placed in the Lancaster Newspaper (LNP) on July 5, 2022 announcing the 30-day public comment period ending on August 8, 2022. The amended plan is available for public review and comment on the City's website. All comments regarding the proposed changes can be sent to Brynn K. McGowan verbally or in writing at the following:

- Phone: 717-719-3838
- Email: bmcgowan@cityoflancasterpa.com

Please refer to the updated Citizen Participation attachment for the proof of publication indicating the corresponding public comment period included with this Substantial Amendment submittal.

Citizen Participation Outreach - TBD

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)
	Internet Outreach	Non-targeted/broad community	No responses.	No comments received.	N/A	https://www.cityoflancasterpa.com/departments/departments-of-community-planning-economic-development/community-development-division/
2	Newspaper Ad		No responses.	No comments received.	N/A	See appendix.
3	Public Meeting		Seventeen Active participants.	Please see page 1 for a summary.	N/A	https://www.youtube.com/watch?v=ajOu5wv2CC8
4	Internet Outreach	Broad Community Input	None received.	N/A	N/A	Included in Final Draft
5	Newspaper Ad		None received.	N/A	N/A	https://cityoflancasterpa.com/wp-

						content/uploads/2022/07/2020-Annual-Action-Plan-1st-Substantial-Amendment-Open-for-Public-Comment.pdf
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Table 4 – Citizen Participation Outreach

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Expected Resources

Introduction

Expected resources will be devoted to providing supplemental funding to a variety of programs that work toward accomplishing our primary objectives:

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

Anticipated Resources

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 1			Total	Narrative Description
			Annual Allocation	Program Income	Prior Year Resources		
CDBG	public - federal	Acquisition Admin and Planning Economic Development Housing Public Improvements Public Services	\$1,708,182	\$25,000	\$0	\$1,733,182	Entitlement Amount and estimated Program Income
ESG	public - federal	Conversion and rehab for transitional housing Financial Assistance Overnight shelter Rapid re-housing (rental assistance) Rental Assistance Services Transitional housing	\$145,929	\$0	\$0	\$145,929	Entitlement Amount

Table 1 - 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

Federal funds will continue to leverage private, state and local funds. CDBG funds will supplement a variety of programs that have other sources of funding. The Streets Improvements program generally utilizes other state grant funds as well as City Capital Improvement 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. The Fair Housing Program also receives private funds, in addition to state and local funds.

The matching requirements for City of Lancaster’s CDBG will be met by way of the City’s General Funds.

The ESG funds will be utilized for Rapid Rehousing. These funds will leverage United Way and FEMA Emergency Food and Shelter Program dollars, as well as other private donations and grants secured by providers. ESG Rapid Rehousing Programs will be matched by VA funds, the Pennsylvania Coalition Against Domestic Violence, United Way, Continuum of Care funds and other private donations.

All matched funds will pay for expenses that are eligible under ESG, such as coordinated assessment, homelessness prevention, street outreach, rental and financial assistance, case management and shelter operations.

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Annual Goals and Objectives

Goals Summary Information

Goal Name	Years	Category	Location	Needs Addressed	Funding	Goal Outcome Indicator
Housing	2016 - 2020	Affordable Housing	Lancaster City	Maintain Affordable Housing & Provide Suitable Living Environment	CDBG: \$797,000	Public service activities for Low/Moderate Income Housing Benefit: 175 Households Assisted Homeowner Housing Rehabilitated: 35 Household Housing Unit Housing Code Enforcement/Foreclosed Property Care: 2,500 Household Housing Unit
Removal of Blight				Provide Suitable Living Environment	CDBG: \$0	Homeowner Housing Rehabilitated: 0 Household Housing Unit
Economic Development		Non-Housing Community Development		Expand Economic Opportunities	CDBG: \$36,948	Jobs created/retained: 30 Jobs
Create Suitable Living Environment		Non-Housing Community Development		Provide Suitable Living Environment	CDBG: \$570,000	Public Facility or Infrastructure Activities for Low/Moderate Income Housing Benefit: 12,585 Households Assisted Public service activities for Low/Moderate Income Housing Benefit: 12,585 Households Assisted
Assist Homeless Persons		Homeless		Homeless Services	ESG: \$145,929	Tenant-based rental assistance / Rapid Rehousing: 50 Households Assisted

Table 2 – Goals Summary

Goal Descriptions

1 Goal Name

Housing

Goal Description

The Lead Hazard Reduction and Critical Repair Program provides risk assessments and financial assistance to 35 income-qualified homeowners and investor owners for the purpose of reducing or eliminating lead hazards. The Fair Housing Program provides technical assistance services to 150 households (landlords and tenants) in relation to Fair Housing law and landlord/tenant issues. The Code Enforcement Program improves the health and safety conditions in all city homes and stops the spread of blight through proactive code enforcement - approximately 2,500 housing units will be served. The housing social worker position acts as a liaison between the City and various social service agencies, coordinating a community response to 25 households experiencing severe personal and family problems signaled by recurring calls for

housing service.

- 2 **Goal Name** Removal of Blight
Goal Description The Vacant & Blighted Program acquires 25 vacant and/or blighted residential and commercial properties housing units and makes these properties available as quality affordable housing for income qualifies residents. This is a last resort strategy (after all other code enforcement efforts have been deemed unsuccessful).
- Substantial Amendment 1: This goal is being reduced due to changes in capacity and to better meet program requirements.**
- 3 **Goal Name** Economic Development
Goal Description The Assets Program provides small business training, mentoring, loans and other technical assistance to lower-income men and women who wish to establish or expand microenterprise businesses resulting in 35 new or sustained job opportunities in the City of Lancaster.
- 4 **Goal Name** Create Suitable Living Environment
Goal Description The Street Improvement Program improves selected segments of streets in targeted areas through street paving and the installation of ADA ramps.
The Neighborhood Crime Prevention Program funds extra patrols of street operations group primarily stationed in lower-income areas of the City. The objective of the unit is to reduce crime and improve the quality of life for residents in City neighborhoods.
According to the FY 2020 Income Limits Summary, for Lancaster Metropolitan Statistical Area - a low income family of four makes approximately \$63,600. The Census American Community Survey's 2018 5-year Estimate, of the 22,118 households in the city of Lancaster, 56.9 percent or 12,585 households had an income below \$63,600. These 12,585 households are located throughout the city's residential neighborhoods but are concentrated on the southside of the city. These neighborhoods and these households are our target population for these two programs.
- 5 **Goal Name** Assist Homeless Persons
Goal Description The Rapid Rehousing Program provides short and medium-term rental assistance, casework, and housing relocation and stabilization services to our homeless community.

Projects

Introduction

The City will continue to support housing, public service, economic development and programs that assist those at-risk of or experiencing homelessness. (See the 2020 CDBG ESG Funding Summary Attachment for a breakdown of activities.)

Project Name

- 1 Critical Repair and Lead Hazard Reduction Program Administration
- 3 Neighborhood Crime Reduction
- 4 Street Improvement
- 5 ASSETS Micro-enterprise Development
- 6 Housing Code Enforcement
- 7 Housing Social Worker
- 8 CDBG Administration and Comprehensive Plan Development
- 9 Vacant & Blighted
- 1 Fair Housing Activity
- 0
- 1 ESG19 City of Lancaster (20-21)
- 1

Project Summary Information

PROJECT NAME	CRITICAL REPAIR AND LEAD HAZARD REDUCTION PROGRAM ADMINISTRATION
TARGET AREA	Lancaster City
GOALS SUPPORTED	Housing
NEEDS ADDRESSED	Maintain Affordable Housing & Provide Suitable Living Environment
FUNDING	CDBG: \$344,000
DESCRIPTION	<p>The Lead Hazard Reduction Program provides risk assessments and financial assistance to income qualified homeowners and investor owners for the purpose of reducing or eliminating lead hazards. The work performed is determined by the results of the Risk Assessment and may include repairs to items such as doors, windows, and floors. Licensed and certified contractors will use interim controls and abatement methods when performing the work. The program does not make the property lead-free, instead the property will be considered lead-safe. The City of Lancaster will successfully make 710 housing units lead-safe over a 60 month period. The Healthy Homes Supplemental Funding requested will enable the City to address other health hazards; such as radon, mold, and tripping hazards; in 120 homes. 35 annually supported through CDBG.</p> <p>The Critical Repair program provides financial and technical assistance for the critical repairs of eligible, owner-occupied, single family housing units in the City of Lancaster. All financial assistance provided will be a deferred loan at 0% interest. Often times, eligible properties are identified through the Lead Hazard Reduction Program applicants. Housing and Neighborhood Revitalization Unit staff and/or a City Inspector inspect each property to determine the seriousness. All repairs need to be deemed as an emergency by the inspector. Types of repairs may include: water heaters, broken sewer pipes, non-operable furnaces, roof repair/replacement, structural problems, plumbing and/or, electrical.</p> <p>Substantial Budgetary Amendment 1: Due to demonstrated need, the City has determined to reallocate \$100,000 in funding from the Vacant & Blighted project for this activity to support Critical Repair and Lead Hazard Control activities.</p>

TARGET DATE	12/31/2020
ESTIMATE THE NUMBER AND TYPE OF FAMILIES THAT WILL BENEFIT FROM THE PROPOSED ACTIVITIES	The Lead Hazard Reduction Program provides risk assessments and financial assistance to 35 income-qualified homeowners and investor owners. The Critical Repair Program provides financial and technical assistance for the critical repairs of 35 eligible, owner-occupied, single-family housing units in the City of Lancaster.
LOCATION DESCRIPTION	City of Lancaster
PLANNED ACTIVITIES	Lead Hazard Reduction Program <ul style="list-style-type: none"> • Risk assessments • Financial assistance to income qualified homeowners and investor owners for the purpose of reducing or eliminating lead hazards. • Work performed is determined by the results of the Risk Assessment and may include repairs to items such as doors, windows, and floors. • Licensed and certified contractors will use interim controls and abatement methods when performing the work. The program does not make the property lead-free, instead the property will be considered lead-safe. Critical Repair Program <ul style="list-style-type: none"> • Financial and technical assistance for the critical repairs of eligible, owner-occupied, single family housing units in the City of Lancaster. All financial assistance provided will be a deferred loan at 0% interest. • All repairs need to be deemed as an emergency by the inspector. • Types of repairs may include: water heaters, broken sewer pipes, non-operable furnaces, roof repair/replacement, structural problems, plumbing and/or, electrical.

PROJECT NAME NEIGHBORHOOD CRIME REDUCTION

TARGET AREA	Lancaster City
GOALS SUPPORTED	Create Suitable Living Environment
NEEDS ADDRESSED	Provide Suitable Living Environment
FUNDING	CDBG: \$120,000
DESCRIPTION	The Neighborhood Crime Prevention Program funds extra patrols of street operations group primarily stationed in lower-income areas of the City. The objective of the unit is to reduce crime and improve the quality of life for residents in City neighborhoods.
TARGET DATE	12/31/2020
ESTIMATE THE NUMBER AND TYPE OF FAMILIES THAT WILL BENEFIT FROM THE PROPOSED ACTIVITIES	According to the FY 2020 Income Limits Summary, for Lancaster Metropolitan Statistical Area - a low income family of four makes approximately \$63,600. The Census American Community Survey's 2018 5-year Estimate, of the 22,118 households in Lancaster City, 56.9 percent or 12,585 households had an income below \$63,600.
LOCATION DESCRIPTION	These 12,585 households are located throughout the city's residential neighborhoods but are concentrated on the southside of the city. These neighborhoods and these households are our target population for these two programs.

PLANNED ACTIVITIES	<ul style="list-style-type: none"> • Extra patrols of street operations group primarily stationed in lower-income areas of the City. • Reduce crime and improve the quality of life for city residents.
PROJECT NAME	STREET IMPROVEMENT
TARGET AREA	Lancaster City
GOALS SUPPORTED	Create Suitable Living Environment
NEEDS ADDRESSED	Provide Suitable Living Environment
FUNDING	CDBG: \$270,000
DESCRIPTION	The Street Improvement Program installs and repairs streets, street drains, storm drains, ADA curbs and gutter, tunnels, bridges, and traffic lights/signs.
TARGET DATE	12/31/2020
ESTIMATE THE NUMBER AND TYPE OF FAMILIES THAT WILL BENEFIT FROM THE PROPOSED ACTIVITIES	According to the FY 2020 Income Limits Summary, for Lancaster Metropolitan Statistical Area - a low income family of four makes approximately \$63,600. The Census American Community Survey's 2018 5-year Estimate, of the 22,118 households in Lancaster City, 56.9 percent or 12,585 households had an income below \$63,600.
LOCATION DESCRIPTION	These 12,585 households are located throughout the city's residential neighborhoods but are concentrated on the southside of the city. These neighborhoods and these households are our target population for these two programs.
PLANNED ACTIVITIES	<ul style="list-style-type: none"> • Currently, two street improvement projects have been identified along two important streets in the southside of the city - Duke Street and Howard Avenue. Both of these streets have adjacent communities that are of low and moderate-income.
PROJECT NAME	ASSETS MICROENTERPRISE DEVELOPMENT
TARGET AREA	Lancaster City
GOALS SUPPORTED	Economic Development
NEEDS ADDRESSED	Expand Economic Opportunities
FUNDING	CDBG: \$36,948
DESCRIPTION	The Assets Program provides small business training, mentoring, loans and other technical assistance to lower-income men and women who wish to establish or expand microenterprise businesses.
TARGET DATE	12/31/2020
ESTIMATE THE NUMBER AND TYPE OF FAMILIES THAT WILL BENEFIT FROM THE PROPOSED ACTIVITIES	5 new job opportunities in the City of Lancaster. 20 Businesses Assisted.
LOCATION DESCRIPTION	City of Lancaster Residents who are of low or moderate-income. Work will happen at 24 S Queen St, Lancaster, PA 17603.
PLANNED ACTIVITIES	<ul style="list-style-type: none"> • small business training, mentoring, loans and other technical assistance to lower-income men and women who wish to establish or expand microenterprise businesses.

PROJECT NAME	HOUSING CODE ENFORCEMENT
TARGET AREA	Lancaster City
GOALS SUPPORTED	Housing
NEEDS ADDRESSED	Provide Suitable Living Environment
FUNDING	CDBG: \$358,000
DESCRIPTION	The Code Enforcement Program - Improves the health and safety conditions in all city homes, prevents deterioration of the City's housing stock, and stops the spread of blight through proactive code enforcement.
TARGET DATE	12/31/2020
ESTIMATE THE NUMBER AND TYPE OF FAMILIES THAT WILL BENEFIT FROM THE PROPOSED ACTIVITIES	Approximately 2,500 housing units will be served.
LOCATION DESCRIPTION	The activity's residential area benefit is defined in detail in our appendix. It benefits all residents in our low-income residential areas area, where at least 51 percent of the residents are LMI persons. This activity benefits all LMI residents in a service area by monitoring and sustaining a standard of housing, preventing blight and upcoming suitable, affordable housing.
PLANNED ACTIVITIES	<ul style="list-style-type: none"> Proactive code enforcement including systematic rental inspections, some complaint inspections, condemnations (when necessary) and owner-occupied exterior inspections.
PROJECT NAME	HOUSING SOCIAL WORKER
TARGET AREA	LANCASTER CITY
GOALS SUPPORTED	Housing
NEEDS ADDRESSED	Maintain Affordable Housing
FUNDING	CDBG: \$75,000
DESCRIPTION	The Housing Social Worker (HSW) is a professional position responsible for providing social service support to the City of Lancaster's Community Planning and Economic Development Department (CPED) and members of the community with low/moderate income. The Housing Social Worker is available to members of CPED as well as members of the community as an assistance, information, and referral source. The Housing Social Worker acts as a liaison between the City and the various social service agencies providing follow-up and monitoring of cases upon request from CPED. The Housing Social Worker provides a coordinated community response with access to a variety of agencies to deal with severe personal and family problems signaled by recurring calls for housing service. Housing and Code Enforcement Inspectors described an increasing number of interactions with community members where an unmet need was apparent, despite the availability of services in the community. Additionally, data revealed that a percent of properties received consistent, repeat emergency housing, police, and/or fire services. Are there other services available in the community that could better address the core needs of residents living in properties that repeatedly call for City emergency housing, police, and fire services. Furthermore, would a social worker, with a human centered skill set, be able to forge those connections successfully. The Director of Neighborhood Engagement and Deputy Directory of Community

	<p>Planning and Economic Development collaborated in piloting a social worker position in 2019 with the goal of quantifiably increasing the position from temporary and part-time to a fulltime, fully-funded position in 2020.</p>
TARGET DATE	12/31/2020
ESTIMATE THE NUMBER AND TYPE OF FAMILIES THAT WILL BENEFIT FROM THE PROPOSED ACTIVITIES	25 low/moderate income households will be assisted with this public service activity every year (6 – 7 quarterly).
LOCATION DESCRIPTION	Any low/mod income city resident can take part in the program.
PLANNED ACTIVITIES	<ul style="list-style-type: none"> • Housing information, education, and referral services. • General budget/financial counseling.
PROJECT NAME	CDBG ADMINISTRATION AND COMPREHENSIVE PLAN DEVELOPMENT
TARGET AREA	Lancaster City
GOALS SUPPORTED	<p>Housing Removal of Blight Economic Development Create Suitable Living Environment</p>
NEEDS ADDRESSED	<p>Maintain Affordable Housing Provide Suitable Living Environment Expand Economic Opportunities</p>
FUNDING DESCRIPTION	<p>CDBG: \$329,234</p> <p>This project will cover the direct and indirect administrative costs of the CDBG program. Costs include salaries, fringes, space rental, audit costs, office supplies, and other administrative costs.</p> <p>Additionally, this project will cover the development of an update of a comprehensive plan for the city of Lancaster. The Comprehensive Plan is a framework that reflects a community consensus about the direction for future growth and community development in our city over the next 15 to 20 years. The Plan is an opportunity for Lancaster’s community to set the goals and policies that should be followed in order to improve the quality of life in our city. The priorities set by this plan will help guide and affordability and land use plan - and thus the use of the City's CDBG dollars.</p>
TARGET DATE	12/31/2020
ESTIMATE THE NUMBER AND TYPE OF FAMILIES THAT WILL BENEFIT FROM THE PROPOSED ACTIVITIES	All city of Lancaster residents will benefit indirectly from CDBG administration and the development of a comprehensive plan.
LOCATION DESCRIPTION	City of Lancaster
PLANNED ACTIVITIES	<ul style="list-style-type: none"> • Direct and indirect administrative costs of the CDBG program (salaries, fringes, space rental, audit costs, office supplies, and other administrative costs).

- The development of an update of a comprehensive plan for the city of Lancaster.

PROJECT NAME	VACANT AND BLIGHTED
TARGET AREA	Lancaster City
GOALS SUPPORTED	Removal of Blight
NEEDS ADDRESSED	Maintain Affordable Housing Provide Suitable Living Environment
FUNDING	CDBG: \$0
DESCRIPTION	Acquisition of vacant and/or blighted residential and commercial properties. Used as a last resort strategy after all other code enforcement efforts have been deemed unsuccessful. Increases the availability of quality affordable housing and economic opportunities for Lancaster residents. Substantial Budgetary Amendment 1: Due to programmatic constraints and demonstrated need, the City has determined to reallocate funding for this activity to the Critical Repair and Lead Hazard Control Program Administration to support Critical Repair and Lead Hazard Control activities.
TARGET DATE	12/31/2020
ESTIMATE THE NUMBER AND TYPE OF FAMILIES THAT WILL BENEFIT FROM THE PROPOSED ACTIVITIES	Acquire and navigate the renovation of 0 properties in blighted condition to be repurposed as affordable housing
LOCATION DESCRIPTION	City of Lancaster
PLANNED ACTIVITIES	<ul style="list-style-type: none"> • Acquisition of vacant and/or blighted residential and commercial properties. • Increases the availability of quality affordable housing.
PROJECT NAME	FAIR HOUSING
TARGET AREA	Lancaster City
GOALS SUPPORTED	Housing
NEEDS ADDRESSED	Maintain Affordable Housing Provide Suitable Living Environment
FUNDING	CDBG: \$20,000
DESCRIPTION	In 2020, the City of Lancaster will continue to support the Fair Housing Program. This program is carried out by the Lancaster Housing Opportunity Partnership (LHOP) and receives CDBG Administrative funds to address impediments identified in the 2013 Analysis of Impediments to Fair Housing Choice. The program also provides services to landlords and tenants in relation to Fair Housing law and landlord/tenant issues
TARGET DATE	12/31/2020
ESTIMATE THE NUMBER AND TYPE OF FAMILIES THAT WILL BENEFIT FROM THE	Approximately 150 households will see service through technical assistance in Fair Housing law. See additional sections for further details on the Fair Housing Program.

PROPOSED ACTIVITIES	
LOCATION DESCRIPTION	Any low/mod income city resident can apply for technical assistance.
PLANNED ACTIVITIES	<ul style="list-style-type: none"> • Address impediments identified in the 2013 Analysis of Impediments to Fair Housing Choice. • Provide services/technical assistance to landlords and tenants in relation to Fair Housing law and landlord/tenant issues.
PROJECT NAME	EMERGENCY SOLUTIONS PLAN 2020/2021
TARGET AREA	Lancaster City
GOALS SUPPORTED	Assist Homeless Persons
NEEDS ADDRESSED	Homeless Services
FUNDING	ESG: \$145,929
DESCRIPTION	Use \$110,000 in ESG dollars to provide short and medium term rental assistance, casework, and housing relocation and stabilization services to our homeless community. Remaining will be used for administration of the grant.
TARGET DATE	06/30/2021
ESTIMATE THE NUMBER AND TYPE OF FAMILIES THAT WILL BENEFIT FROM THE PROPOSED ACTIVITIES	50 households.
LOCATION DESCRIPTION	City of Lancaster
PLANNED ACTIVITIES	<ul style="list-style-type: none"> • Rapid Re-Housing services.

Geographic Distribution

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

All funds will be used in the City of Lancaster. Projects that have direct beneficiaries will only serve low- and moderate-income households, while other programs will provide CDBG funds only in low- and moderate-income areas of the City.

Geographic Distribution

<i>Target Area</i>	<i>Percentage of Funds</i>
LANCASTER CITY	100

Table 4 - Geographic Distribution

Rationale for the priorities for allocating investments geographically

Investing in the low- and moderate-income areas of the City is the highest priority to stabilize these neighborhoods. It is also imperative that low and moderate-income households receive assistance as to not increase their vulnerability.

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Homeless and Other Special Needs Activities

Introduction

The City of Lancaster works in coordination with the Lancaster County Coalition to End Homeless (Lanc Co My Home), which is the lead agency in charge of Lancaster's CoC. The Lanc Co MyHome 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. Additionally, Lanc Co MyHome has recently released its strategic plan that will build capacity and focus direction. The City has consulted with the CoC regarding its 2020 ESG program.

The City is also involved in Lanc Co MyHome boards and committees; employees attend the Homeless Service Providers Network meeting, the Continuum of Care Planning Committee and the Lanc Co MyHome Governance Board and Funding Committee. The City also meets with the lead agencies (the Lancaster County Redevelopment Authority, the United Way, and Lanc Co MyHome staff) bi-monthly for a report on the spending of ESG and other HUD dollars.

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 experiencing homelessness and connect them with services. Outreach workers also build relationships with clients at The Community Homeless Outreach Center (CHOC). 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. Once relationships are built, outreach workers connect CHOC clients 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 contracted with United Way 211 to provide initial client screening into the single point of entry system. CHART workers are 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. Outreach Workers are trained to conduct CHART assessments. This decreases the number of contacts a client needs to work with to obtain the services they need.

CHART does the following:

- Ensures that households at imminent risk of homelessness get the right services at the right time and at the right level;
- Provides 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 Lancaster County Coalition to End Homelessness (Lanc Co MyHome) continues to monitor the need of emergency and transitional housing. Emergency shelter that can be accessed by any family type is the highest priority to receive funding in 2020 because this is the biggest area of need in the community.

Lanc Co MyHome began a Gaps Analysis Committee in late 2014. This committee reviews gaps in the service system for homeless individuals. During 2016, the committee reviewed the availability of emergency shelter and transitional housing to individuals or households experiencing a disability or in need of medical care in addition to experiencing homelessness. This review resulted in the establishment of a training for Emergency Shelters and Transitional Shelters on Fair Housing,

specifically on ADA requirements. The training took place in March 2017 and was presented by the local Fair Housing program which receives CDBG funds from the City.

Current City Shelters include: TLC (overnight and day shelter), YWCA (overnight, for women), Women's Winter Shelter and St Mary's Church (overnight, operates during the winter months to help with overflow), and the Water Street Mission (overnight). Each shelter provider has plans in place to respond to emergency/urgent situations (such as COVID-19). Currently, they have ramped up cleaning of the facilities and have ensured that food is available to all individuals and families receiving services from the shelter. Service providers have moved as much as possible to virtual/phone calls/remote work. Outreach is continuing but using social distancing.

Along with the above-mentioned shelters, there are 28 other locations that offer food to those struggling with food insecurity. These services have adapted to emergency/urgent situations, offering bagged or drive-through options. Additionally, meals on wheels has boosted its services to provide for community members afraid to leave their house for food.

CHART assessments are also conducted before any individual or family can enter emergency shelter or transitional housing, except for those fleeing domestic violence. These assessments are designed to match each individual to the service that will best meet their core needs.

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 is the primary method to make the transition to permanent housing and independent living for persons experiencing homelessness. Rapid re-housing helps 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 operates a rapid re-housing activity program "Shelter To Independent Living Program."

In response to the 2017 bottleneck or rapid rehousing services (see AP – 35 for more information), Lanc Co MyHome formed a Rapid Rehousing Process Analysis and Review Committee in 2018-2019 to review, analyze, and recommend changes to the referral/connection process for our rapid rehousing services. Key City staff sat on the committee and participated in the committee's review process. Based on the analysis and ideation from this committee, the Lanc Co MyHome will refocus its Continuum of Care dollars on new, innovative programs to explore other avenues for impact. Additionally, the Lanc Co MyHome will redesign a model, centralizing and standardizing Rapid Rehousing programs.

In the 2019 program year, a new Rapid Rehousing approach was formalized where service providers will all be subject to a 3-month client timeline and focus on a solution-driven, exit strategy for their clients instead of sustaining the same clients for long periods of time. We believe that the skills and disciplines taught through the provision of services as well and the resources identified in the individual Housing Plan works to prevent formerly homeless persons from returning to homelessness. Self-sufficiency is the primary goal of the program. Although outcomes in 2019 did not show an improvement, we are determined to give the program one full program year to exhibit returns. We are very hopeful this new strategy will change our outcomes for the 2020 year.

The Lancaster County Continuum of Care meets with publicly funded institutions to ensure proper discharge planning. The Lancaster County Re-Entry Management Organization (RMO) focuses specifically on citizens returning from corrections institutions and programs. Hospitals, county behavioral health, RMO, housing and other various social service providers are represented at the various levels of the Continuum of Care, including its Homeless Service Provider Network (front-line staff), Continuum of Care Planning Committee (management level staff), Leadership Board (upper management) and Executive Committee (sub-set of Leadership Board). City and County staff participate at all levels of the Continuum of Care.

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 included independent residences, resource homes, residential settings, and specifically developed IL programs with private community providers. Services provided as they exit care included 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 a budget. Collaborative stakeholders include Administration of PA Courts, CYA, Guardians Ad Litem, and OCYF, Boys Club and local housing providers.

Barriers to affordable housing

Introduction

Lancaster continues to seek opportunities to provide housing for residents in the City identified as “in need of affordable shelter.” The main barriers to meeting the needs of the underserved are

- the limited funds available to address the scarcity of affordable housing,
- the high cost of land available for development/redevelopment, and
- the fact that there is an extremely limited amount of land available in the City for new construction.

Lancaster supports and funds several activities aimed at reducing or eliminating barriers to fair housing for lower-income persons wishing to reside in the City.

Additionally, the City recognizes the growing challenges in affordability and the need to develop an intentional, collaborative and impactful housing affordability strategy. In anticipation of our upcoming 2021-2025 Consolidated Action Plan and 2021-2027 update to the Analysis of Impediments to Fair Housing, the City has contracted with the Center for Regional Analysis to undergo the development of a core set of data that informs its design and implementation of policies and strategies to address the challenge of housing affordability for its residents. This proposed scope of work focuses on the City's rental market, specifically for households often described as ALICE (i.e. asset limited, income constrained, employed) or "working poor". Its objective is to provide information that frames the current and future challenges of housing affordability from two perspectives, (i) supply side, which examines the availability of affordable housing, and (ii) the demand side, which characterizes the need for affordable housing options. Importantly, the analysis is designed to be updated as new information and data emerge (e.g. changes in AMI, availability of 2020 Census data).

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 2020 through (1) continuous, aggressive code enforcement by the staff of the City's "Housing Code Enforcement Program", (2) City efforts through its "Lead Hazard Reduction Program," 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.

The City administers a "Lead Hazard Reduction Program" for households in specific census tracts with high need to help them maintain the condition and integrity of their homes and protect against lead poisoning. The Project serves low and moderate-income residents. 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. 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.

Discussion

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 rehabilitation. During 2020, it is expected that 25 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.

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Other Actions

Actions planned to address obstacles to meeting underserved needs and foster and maintain affordable housing.

The City's Critical Repair Program and Lead Hazard Control Program both focus on maintaining stable, affordable and quality housing for households under 80% AMI. The City's Code Enforcement Program and Vacant Property Programs ensure the maintenance of housing throughout the City. The City has also worked with local agencies to obtain State grant funds to administer façade repair programs and works with SACA Development Corp. (a qualified CHDO) in their development of affordable housing, particularly in the South East area of Lancaster City, which has a concentration of minority and low-income households.

Other actions that will continue during the 2020 program year to address the obstacles to meeting the underserved needs include:

- Lead Paint Hazard Reduction for units in the highest need census tracts in the City,
- First-time homebuyer programs are administered to help make housing affordable,
- Fair Housing program provided education and mediated issues between landlords and tenants,
- Conditions of slums and blight have been eliminated and substandard living conditions have been removed to provide suitable living environments, and
- Public service activities have been undertaken, including crime prevention measures to enhance and Lancaster's neighborhoods and increase access to services.

These programs enhance the livability of the property and provide owners with an affordable method to stay in a stable, healthy environment.

Actions planned to reduce lead-based paint hazards

The City of Lancaster administers a Lead-Based Paint program that can assist eligible homeowners with reducing and/or abating lead hazards in their properties. This program has also been expanded to include rental properties. The City of Lancaster was a recipient of Lawrence County, PA, who received Lead-Based Paint Hazard control funds from HUD. Additionally, the City was recently awarded 9.7 million in Lead Hazard Reduction and Health Homes dollars, complemented with matching CDBG funds that over the course of five years will remediate lead hazards for 710 units in the highest need census tracts in the City of Lancaster. These funds allowed the City to address lead paint hazards in eligible properties. CDBG funds have and will be used as a match for these grants.

Actions planned to reduce the number of poverty-level families

In 2016, the Mayor's Commission to Combat Poverty released One Good Job, A Strategic Plan to Cut Poverty in Half in Lancaster City by 2032. The plan includes recommendations in four areas: Workforce, Education, Housing and Community.

The City will continue its work to address housing issues for low and moderate-income families by providing emergency home repair and homeowner rehabilitation programs. Additionally, the Neighborhood Crime Reduction Project aims to reduce crime and improve quality-of-life for residents in neighborhoods with concentrated poverty.

Finally, the City has created a Poverty Commission, which comprises of various social service agency leaders and community leaders. This commission, through four working groups, will create a plan to address poverty in Lancaster City.

Actions planned to develop institutional structure

The Department of Community Planning and Economic Development (CPED) assists with many efforts to overcome gaps in the institutional structure of the service delivery system in the City. The City recognizes that challenges with the institutional structure must be resolved through a collaborative approach across all community stakeholders. Coalitions, partnerships, and networks that facilitate the exchange of information and ideas will continue to be enhanced across all sectors of the community.

During 2020, CPED representatives will belong to a variety of committees and boards. This involvement helps the City to understand its role and responsibilities. These collaborative entities include:

- Lancaster City Alliance,
- Lancaster Housing Opportunity Partnership (LHOP),
- Redevelopment Authority of the City of Lancaster,
- Lancaster County Coalition to End Homelessness
- Lancaster County Behavioral Health & Development Services Advisory Board,
- SACA Development Corporation (a qualified CHDO),
- SoWe: Southwest Neighbors
- Elm Street Revitalization Program for Southeast Lancaster

From 2016 – 2020, the City has sought and will continue to seek to achieve the following goals regarding Lancaster’s institutional structure:

1. Strengthen existing public/private partnerships and create new ones to implement programs and deliver services of all types.
2. Promote citizen participation as the cornerstone of every planning process.
3. Create interactive community information systems at the city and neighborhood levels.
4. Create community indicators and benchmarking programs to measure the success of public and private programs and policies.
5. Provide public education and encourage public awareness regarding issues that affect all City residents, but primarily person of low and very low income.
6. Customize housing information and technical assistance.
7. Maximize existing City programs that provide homeownership and rental assistance.
8. Support advocacy and planning activities with organizations whose primary mission relates to the provision of housing for low- and very low-income households.

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

City employees sit on various boards and committee whose memberships provide a network that spans private housing and social service agencies – such as Lancaster Housing Opportunity Partnership, Lancaster County Behavioral Health and Development Services, Lancaster County Refugee and Immigrant Coalition, and the Lancaster County Coalition to End Homelessness (Lanc Co MyHome). The City is also involved with the Spanish American Civic Association, which develops housing for low and moderate-income household. SACA also provides social services to seniors and others in the community and operates a workforce training facility.

One Coalition in particular, the Lanc Co MyHome, has made significant strides in enhancing coordination between community stakeholders. The Coalition is made up of a variety of social service, faith-based, mental health providers and housing agencies. While the main goal of the coalition is focused on ending homelessness, housing plays a key part in executing that goal. The coalition also allows for partnerships to be built and networking to be done between various agencies.

In 2019, the City was named a Welcoming City through Welcoming America thanks to the coordination of public and private housing and social service agencies who work to build a collective strategy/approach to serving new Americans in our community. Thanks to the work of the LCRIC, the coalition of social service agencies are meeting to formalize and document their plan into a single, Countywide strategy. The City has and will continue to support this effort.

Discussion

In 2020, the City of Lancaster will continue to support the Fair Housing Program. This program receives CDBG Administrative funds to address impediments identified in the 2013 Analysis of Impediments to Fair Housing Choice. The program also provides services to landlords and tenants in relation to Fair Housing law and landlord/tenant issues.

The City continued to address ADA accessibility by installing ADA curb cuts during 2019/2020, per the City's ADA Improvement Plan. The City's HOME funded Homeowner Rehabilitation Program also made accessibility modifications to homes when appropriate.

The City will also continue to ensure meaningful access to programs and activities by Limited English Proficient (LEP) persons. In 2019, the City of Lancaster implemented its Language Access Plan and hired its first-ever Language Access Coordinator to ensure the implementation and regulation of the Language Access Plan (attached). Federally funded programs carried out by the City (Critical Repair Program and the Lead Hazard Control Program) have documents and information available in both English and Spanish. The manager of these programs is also bilingual and is available to translate for Spanish speaking residents.

The City will continue to work regularly with the Spanish American Civic Association (SACA) which provides services to the Hispanic community. SACA is also a Community Housing Development Organization and has received HOME funding to create and renovate affordable housing units. LHOP also offers first-time homebuyer classes and a down payment assistance program. Documents and classes are available in both English and Spanish.

The City of Lancaster submitted a joint 2016 – 2020 Consolidated Plan with the County of Lancaster as the City and County are part of a consortium of the HOME Investment Partnership Program. Please view the County's 2020 Annual Action Plan for a comprehensive understanding of how the Lancaster community is addressing the identified *Impediments to Fair Housing* (2013).

Analysis of Impediments to Fair Housing (2014 – 2020)

In 2020, The Fair Housing Program and the Street Improvement Program will be tasked with addressing the following impediments:

Impediment A: With an increasing number of people in the County, there is more demand for an ongoing education program for fair housing requirements. This impediment will be addressed by conducting the following:

- Fair Housing trainings in partnership with PHFA and other agencies
- Civil Rights in Housing Event
- Provided technical assistance (individuals duplicated per case/topic area)
- Distribution of the Tenant/Landlord Rights and Responsibilities Manual in print and electronically in 7 different languages.

Impediment D: Persons with disabilities are limited in where they go due to architectural barriers in the community and in private home construction like curbs, sidewalk, steps, narrow door openings, etc. This impediment will be addressed by conducting the following:

- Work with local disability organizations to explore creation of housing opportunities that will increase housing choice for this community.
- All public facilities will be ADA accessible.
- Street Improvement program will install ADA approved curbs across the city.

Impediment I: People with limited English proficiency may have barriers to fair housing .

- Work with local immigrant and resettlement organizations to address and ensure that fair housing rights are understood and accommodated for language barriered populations.

- Distribution of the Tenant/Landlord Rights and Responsibilities Manual in print and electronically in multiple languages, including Spanish
- Implement the Lancaster City Language Access Plan.

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Program Specific Requirements

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	\$10,604.52
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.	81 %

Emergency Solutions Grant (ESG)

Include written standards for providing ESG assistance (may include as attachment)

See Attachment - Standards and Policies

If the Continuum of Care has established centralized or coordinated assessment system that meets HUD requirements, describe that centralized or coordinated assessment system.

Since September 2013, the Community Homeless Assessment and Referral Team, known as CHART, has been the serving as the coordinated assessment system, which serves those experiencing homelessness and at imminent risk of homelessness in Lancaster County.

All calls originate from the United Way's 211 system, which conducts a pre-screening. Households experiencing or at imminent risk of homelessness are then connect to CHART, who performs an assessment and make appropriate referrals to shelter, rapid rehousing programs or diverts the client from shelter if possible. CHART will conduct a VI-SPDAT for any household that has not self-resolved within 10 days of entering the system. The VI-SPDAT is the priority tool used by Lancaster to gain entry into a Permanent Supportive Housing program, or be referred to a rapid rehousing program (these referrals are prioritized based on the VI-SPDAT).

Identify the process for making sub-awards and describe how the ESG allocation available to private nonprofit organizations (including community and faith-based organizations).

The City of Lancaster has partnered with the Lancaster County Housing & Redevelopment Authorities, the United Way of Lancaster and the Lancaster Coalition to End Homelessness in a joint application process for the second year. All these agencies provide funds for homeless services in Lancaster. A single application was created to access all these funds. The Lanc Co MyHome Governance Board reviews and scores grant applications and makes funding recommendations. The City and other partners work together to identify the most efficient and effective use of funds. Lancaster City Council will make final approval of all grants awarded using City ESG funds.

This process has been well-received by partner agencies. Agencies that apply for funding are offered the opportunity to comment and make recommendations on the process. Recommendations were made and accepted from the first year of the process, with changes made in the second year.

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.

Formerly homeless individuals (both HUD defined and non-HUD-defined) serve in leadership roles in the CoC and participate in policy and funding decisions.

Describe performance standards for evaluating ESG.

These are the outcomes that will be measured by your program:

- 56% of clients access mainstream services (1 or more)
- 100% HMIS data accuracy (no missing or null data)
- Less than 5% of exits unknown
- Decrease length of stay in shelter (last year and current year)
- 80% of exits to permanent housing
- 80% of clients that moved into permanent housing remained in housing for at least 9 months
- 20% of clients increased earned income at exit than at entry
- 70% of exits do not return to homelessness in 12 months for emergency shelter programs
- 85% of exits do not return to homelessness in 12 months for rapid rehousing programs