

# County of Chester 2021 Strategic Business Plan for Community Development

## Mission Statement

The mission of the Department of Community Development is to provide housing, neighborhood improvement, workforce development, and social services to the residents of Chester County so they can have the opportunity to live and work in a safe, stable, diverse and desirable community.

## Department Issues

### Issue 1 Socio-Economically Diverse Population

Chester County's growing and socio-economically diverse population (approximately 50,000 households in Chester County earn a low-to-moderate income), requiring a broader range of housing, workforce, and community services to address their various challenges will, if not addressed, result in:

- A lack of housing options
- Limited access to transportation, employment, training, counseling, and financial assistance
- Increased homelessness
- Increased concentrations of poor and minorities in parts of the County due to the lack of transportation, housing and employment opportunities

### Issue 2 Sustainable Employment

An increasing unemployment rate, along with a mismatch of employment skills to available jobs will, if not addressed, result in:

- Limited ability of and opportunity for job seekers to qualify for family-sustaining occupations
- Diminished ability to train and place job seekers in high demand, family-sustaining occupations in Chester County, such as manufacturing and healthcare
- More employers unable to hire skilled workers in Chester County, which will result in hiring outside the County and/or moving their businesses outside the county

### Issue 3 Awareness

Lack of awareness about available housing, workforce, and community services for the citizens of Chester County, coupled with challenges of changing types of social media tools, if not addressed, result in:

- Increased risk for under-employment and unemployment
- Increased risk of homelessness and/or housing crisis

### Issue 4 Affordable Housing

Diminishing availability of affordable housing countywide will, if not addressed, result in:

- Increased number of inadequate housing and unsafe neighborhoods
- Longer commutes to areas of employment
- Inability of attracting and retaining a skilled workforce

### Issue 5 Urban Center Revitalization

An aging infrastructure in urban centers requiring improvements will, if not addressed, result in:

- Increased demand for services in the urban centers which may require tax increases
- Diminished private investment in urban centers, which will lead to declining tax assessments in urban areas

## Department Goals

### **Strategic Goal 1 Community Services**

By 2024, Chester County's diverse low and moderate income population will receive a broad range of community services to address their housing, workforce, and core needs, as evidenced by:

- 3% decrease in the number of individuals experiencing homelessness
- 40% of individuals experiencing homelessness who exit to permanent housing
- 50% of individuals receiving services will improve their income at program exit

### **Strategic Goal 2 Securing Employment**

By 2024, Clients receiving Workforce Innovation and Opportunity Act (WIOA) services will secure self-sustaining employment with Chester County businesses, as evidenced by:

- 50% of job seekers trained through Workforce Development programs will find and report employment
- 10% of Chester County employers will participate in Workforce Development Board initiatives
- 33% of youth enrolled in Workforce Innovation and Opportunity Act programs will find employment within six months of entering the program

### **Strategic Goal 3 Information Accessibility**

By 2024, Chester County residents will have better access to information and, therefore, be more likely to use available housing, employment and community service resources in Chester County, as evidenced by:

- 10% increase in the number of Chester County residents who are provided with information by DCD in person on how to access housing, workforce development, and community services in Chester County

### **Strategic Goal 4 Suitable Living Environments**

By 2024, Low and moderate income households and communities will have safe, secure, quality housing options, as evidenced:

- 50% of low and moderate income households will benefit from infrastructure investments and neighborhood improvements
- 2% increase in total taxable assessments in the County's urban centers

## Housing & Community Devel.

### Purpose

The purpose of the Housing and Community Development Activity is to provide emergency shelter, permanent housing solutions, housing renovation, new construction and infrastructure improvement services, to Chester County residents so that they may experience less homelessness, obtain permanent housing, increase their income, and reside in safe, affordable, and highly functioning communities.

### Family of Measures

SBP Year	Measure Variable	Units of Measure	Expected Value
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#### Demands

2021	# of individuals expected to receive financial assistance to obtain and/or maintain permanent housing	Individual(s)	850.00
2021	# of homeless individuals expected to request emergency housing services	Individual(s)	1,200.00
2021	# of home rehabilitation requests on waiting list expected	Rehabilitation(s)	100.00
2021	# of new home requests on waiting list expected	New home(s)	10.00
2021	# of neighborhood improvement activities expected	Improvement(s)	3.00
2021	# of infrastructure improvement activities requests expected	Improvement(s)	4.00

#### Outputs

2021	# of individuals receiving financial assistance to obtain and/or maintain permanent housing	Individual(s)	350.00
2021	# of homeless individuals served in emergency housing	Individual(s)	900.00
2021	# of homeless individuals counted on the annual Point in Time Count	Individual(s)	540.00
2021	# of rehabilitation homes completed	Home(s)	100.00
2021	# of new homes completed	New home(s)	10.00
2021	# of neighborhood improvements completed	Improvement(s)	3.00
2021	# of infrastructure improvements completed	Improvement(s)	4.00

#### Results

2021	% of individuals receiving services who increase their income at program exit	Percentage(s)	40.00
2021	% of individuals experiencing homelessness who exit to permanent housing	Percentage(s)	40.00
2021	% change in annual Point in Time Count of individuals experiencing homelessness from the previous year	Percentage(s)	-3.00
2021	% change in taxable assessments in urban centers	Percentage(s)	0.50
2021	% of low and moderate income households benefitting from infrastructure investments and neighborhood improvements	Percentage(s)	20.00

### Activity Manager

Suski, Eugene

**Activity Budget Data**

Budgeted Full-Time Equivalent: 0

Budgeted Net Cost: 98,186.00

## Career & Workforce Devel.

### Purpose

The purpose of the Career and Workforce Development Activity is to engage Chester County employers and provide work readiness, career awareness and educational enrichment, training and job placement services to job seekers so that they can obtain/retain employment.

### Family of Measures

SBP Year	Measure Variable	Units of Measure	Expected Value
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#### Demands

2021	# of job seekers expected to visit the Chester County PA CareerLink	Job seeker(s)	10,000.00
2021	# of employers in Chester County expected	Employer(s)	10,000.00
2021	# of youth expected to enroll in Workforce Innovation and Opportunity Act (WIOA) programs	Youth(s)	200.00

#### Outputs

2021	# of job seekers provided job training	Job seeker(s)	100.00
2021	# of Chester County employers participating in Workforce Development Board initiatives	Employer(s)	1,000.00
2021	# of youth enrolled in Workforce Innovation and Opportunity Act (WIOA) programs	Youth(s)	150.00
2021	# of youth enrolled in Workforce Innovation and Opportunity Act (WIOA) who obtain employment	Youth(s)	50.00

#### Results

2021	% of Chester County employers participating in Workforce Development Board initiatives	Percentage(s)	10.00
2021	% of job seekers, trained through Workforce Development programs, who find and report employment	Percentage(s)	30.00
2021	% of youth enrolled in Workforce Innovation and Opportunity Act (WIOA) programs who obtain employment	Percentage(s)	33.00

### Activity Manager

Roman,Jeannette M

### Activity Budget Data

Budgeted Full-Time Equivalent: 0

Budgeted Net Cost: 3,242.00

## Public Awareness

### Purpose

The purpose of the Public Awareness Activity is to provide information to residents of Chester County so that they can access the housing, workforce development, and community services within the community.

### Family of Measures

SBP Year	Measure Variable	Units of Measure	Expected Value
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#### Demands

2021	# of Public Awareness events expected to be held	Event(s)	25.00
2021	# of individuals expected to attend Public Awareness events	Individual(s)	2,000.00
2021	# of subscribers to DCD's eNewsletter anticipated	Subscriber(s)	1,100.00

#### Outputs

2021	# of individuals attending Public Awareness events	Individual(s)	2,000.00
2021	# of subscribers to DCD's eNewsletter	Subscriber(s)	1,000.00
2021	# of DCD eNewsletters opened by subscribers	Open(s)	30,000.00
2021	# of social media impressions	Impression(s)	12,000.00
2021	# of competitive grant applications submitted by DCD	Grant application(s)	6.00

#### Results

2021	% change in the number of Chester County residents who are provided in person with information by DCD on how to access housing, workforce development, and community services in Chester County	Percentage(s)	3.00
2021	% change in number of eNewsletters opened by subscribers	Percentage(s)	3.00
2021	% of grant applications awarded	Percentage(s)	40.00

### Activity Manager

Bollig, Shaun R

### Activity Budget Data

Budgeted Full-Time Equivalent: 0

Budgeted Net Cost: -1.00

