

Goal #1: Increase opportunities for and access to safe decent and affordable permanent housing

ACTION	FACTORS	ISSUES	OUTCOME	TIME	RESPONSIBLE PARTICIPANT
Develop new affordable rental units in opportunity areas	Displacement of residents due to economic pressures; Location/type of affordable housing	Segregation; R/ECAP; Disparities in Access to Opportunities; Disproportionate Housing Need	Create 200 new affordable units in areas of opportunity	5 years	Chester County HACC
Develop new affordable homebuyer units	Location and type of affordable housing	Segregation; R/ECAP; Disparities in Access to Opportunities; Disproportionate Housing Need	Construction of 20 new affordable homebuyer units	5 years	Chester County
Support homebuyer programs, including the use of housing choice vouchers to promote homeownership	Location and type of affordable housing; Availability of affordable units in range and sizes	Segregation; R/ECAP; Disparities in Access to Opportunities; Disproportionate Housing Need; Public Housing	#1: Provide financial support for 50 first-time homebuyers in Chester County #2: Provide financial support for 20 (of the 50) first-time homebuyers in the City of Coatesville	5 years	Chester County HACC
Participate in Decade to Doorways' Permanent Housing Action Team activities	Location and type of affordable housing; Displacement of residents due to economic pressures; Availability of affordable units in a range of sizes; Impediments to mobility; Access to publicly supported housing for persons with disabilities	Segregation; R/ECAP; Disparities in Access to Opportunities; Disproportionate Housing Needs; Public Housing; Disability and Access	#1: Compile affordable housing landlord database #2: Research Healing Place best management practices and provide recommendations	1 year 2 years	Chester County HACC
Design, seek funding and implement a flexible subsidy system to create maximum housing options for placement of eligible low-income families	Location and type of affordable housing; Availability of affordable units in a range of sizes	Segregation; R/ECAP; Disparities in Access to Opportunities; Disproportionate Housing Need	Create a shallow subsidy system utilizing non-housing choice voucher funding	2 years	HACC

Goal #2: Work in coordination with providers and consumers from the disabled, special needs and homeless community to remove physical and institutional barriers to obtain and maintain housing

ACTION	FACTORS	ISSUES	OUTCOME	TIME	RESPONSIBLE PARTICIPANT
Provide funding to make housing units accessible for persons with disabilities	Lack of affordable, accessible housing in range of unit sizes	Disability and Access	Provide funding to make modifications for 50 special needs and disabled households (contingent on state funding)	5 years	Chester County
Develop new affordable rental units in opportunity areas through strategic leveraging of housing resources, which may include Community Development Block Grant, HOME Investment Partnerships, HealthChoices Reinvestment, County Housing Trust Program, or other available funds. Number of units per year may vary based on funding availability and proposals received	Location and type of affordable housing; lack of affordable, accessible housing in range of unit sizes; lack of affordable, integrated housing for individuals who need supportive services; lack of assistance for transitioning from institutional settings to integrated housing	Segregation; R/ECAP; Disparities in Access to Opportunities; Disability and Access	Develop 25 new affordable units for individuals with mental health needs through DCD's annual RFP process to create an average of 5 new rental units per year	5 years	Chester County HACC
Continue operation of the Housing Locator Program to identify housing opportunities for homeless persons	Access to publicly supported housing for persons with disabilities; Lack of affordable, accessible housing in range of unit sizes; Location of accessible housing; Impediments to mobility	Public Housing; Disability and Access	#1: Placement of 50 households annually #2: Add 20 active participant landlords to the housing locator on an annual basis to reach a total of 150	Ongoing through years 1-5	Chester County HACC
Create and implement a marketing plan to landlords to encourage leasing to voucher holders with disabilities and/or special needs	Lack of affordable, accessible housing in range of unit sizes, Access to publicly supported housing for persons with disabilities	Disproportionate Housing Need, Public Housing, Disability and access	#1: Partner with agencies that have funds for rental unit accommodations #2: Implement marketing plan to landlords at designated events including bi-annual Landlord Forums.	2 years	HACC

Goal #3: Expand transportation opportunities for residents with limited options

ACTION	FACTORS	ISSUES	OUTCOME	TIME	RESPONSIBLE PARTICIPANT
<p>Coordinate paratransit services to residents with limited mobility options that reside in Chester County affordable housing developments so that they have greater access to required services, including medical appointments</p>	<p>Availability, type, frequency and reliability of public transportation; Access to transportation for persons with disabilities</p>	<p>Disparities in Access to Opportunities, Disability and Access</p>	<p>Expand ridership and access to transportation by establishing a program that will accommodate 1,000 annual trips for residents of affordable housing properties</p>	<p>3-4 years</p>	<p>Chester County HACC</p>
<p>Explore possibilities for providing transit options for low income residents to connect with job opportunities throughout Chester County and other employment hubs through involvement in the development and implementation of the Chester County Planning Commission's comprehensive plan, Landscapes3</p>	<p>Availability, type, frequency and reliability of public transportation; Access to transportation for persons with disabilities</p>	<p>Disparities in Access to Opportunities; Disability and Access</p>	<p>Coordinate efforts with Chester County Planning Commission to provide transportation access to low-income persons and those with disabilities</p>	<p>Ongoing through years 1-5</p>	<p>Chester County HACC</p>

Goal #4: Provide more diverse housing opportunities and encourage mobility among low-income residents living in areas of poverty, particularly among those in Coatesville's racially and ethnically concentrated area of poverty (R/ECAP)

ACTION	FACTORS	ISSUES	OUTCOME	TIME	RESPONSIBLE PARTICIPANT
Implement Small Area Fair Market Rent (SAFMR) Program to encourage mobility	Availability of affordable units in a range of sizes; Impediments to mobility	R/ECAP, Disparities in Access to Opportunities; Public Housing	Implementation and compliance with SAFMR Program	1 year	HACC
Educate new voucher holders during application intake and orientation, current vouchers holders during annual re-certifications, and rapid re-housing recipients about homeownership programs and housing options in higher opportunity areas	Location and type of affordable housing; Impediments to mobility; Availability of affordable units in a range of sizes	Segregation, R/ECAP, Disparities in Access to Opportunities; Public Housing	#1: Develop educational protocol to be used by Housing Specialists when processing new voucher holders #2: Create an educational brochure (to be distributed with re-certification packages) on homeownership and mobility opportunity programs	1 year	HACC
Conduct annual evaluation of housing choice voucher locations to monitor mobility efforts	Location and type of affordable housing; Impediments to mobility; Availability of affordable units in a range of sizes	Segregation; R/ECAP; Disparities in Access to Opportunities; Public Housing	Decrease vouchers in City of Coatesville from 43.9% to 39% of total under issuance and lease in Chester County (rate is averaged at 1% per year)	5 years	HACC
Target two future allocations of project based housing vouchers to developments either existing in or proposed for geographical areas of higher opportunity to increase mobility	Source of income discrimination; Impediments to mobility; Location and type of affordable housing	Segregation; R/ECAP; Disparities in Access to Opportunities; Public Housing	Provide minimum of two allocations of project based vouchers for a total commitment of 35 units of affordable housing (dependent upon availability of federal funding)	3 years	HACC

<p>Submit an application to become a Moving to Work (MTW) housing authority in order to have maximum flexibility and creativity in creating housing strategies to further fair housing opportunities in Chester County</p>	<p>Location and type of affordable housing; Availability of affordable units in a range of sizes</p>	<p>Segregation; R/ECAP, Disparities in Access to Opportunities; Public Housing</p>	<p>Develop Moving to Work Action Plan submission to HUD</p>	<p>3 years</p>	<p>HACC</p>
<p>Research the geographic location preferences for participants in the housing choice voucher (Section 8) Program including new applicants who are searching for housing and those currently living in subsidized units who wish to move</p>	<p>Location and type of affordable housing; Impediments to mobility; Availability of affordable units in a range of sizes</p>	<p>Segregation; R/ECAP; Disparities in Access to Opportunities; Public Housing</p>	<p>#1: Create a comprehensive survey to assess housing needs and preferences among housing choice voucher holders #2: Implement survey, and collect and analyze the results of the responses to inform future housing policies and programming</p>	<p>1 year 2-3 years</p>	<p>HACC</p>

Goal #5: Enhance and expand opportunities in underserved communities

ACTION	FACTORS	ISSUES	OUTCOME	TIME	RESPONSIBLE PARTICIPANT
Continue efforts to attract private investments, such as the Gateway project and new train station in Coatesville, and in other urban areas in need of revitalization to create healthier communities with more opportunities	Lack of private investments in specific neighborhoods; Deteriorated and abandoned properties	Segregation; R/ECAP; Disparities in Access to Opportunities; Disproportionate Housing Needs; Public Housing	Achieve 5% growth in tax assessments for the City of Coatesville	5 years	Chester County
Continue offering career training, GED and financial stability programs to increase employment capacity	Lack of private investments in specific neighborhoods; Location of employers	Segregation; R/ECAP; Disparities in Access to Opportunities; Disproportionate Housing Needs; Public Housing	#1: Increase number of visitors to PA CareerLink - Chester County 3% annually #2: Increase number of visitors from the Coatesville zip code (19320) to PA CareerLink - Chester County 5% annually	Ongoing through years 1-5	Chester County

Goal #6: Create awareness about the availability of housing, workforce development and community service resources in the county and how to obtain them

ACTION	FACTORS	ISSUES	OUTCOME	TIME	RESPONSIBLE PARTICIPANT
Provide information about community events via web site and e-newsletter communications to citizens so that they can access housing, workforce development, and community services within the county	Quality of affordable housing information programs; Opportunity access	Public Housing; Disparities in Access to Opportunities	#1: Publish 50 housing and community services e-newsletters annually #2: Participate in 25 housing and community services workshops annually	Ongoing through years 1-5	Chester County HACC
Ensure that individuals with Limited English Proficiency can access resources	Quality of affordable housing information programs	Public Housing; Disparities in Access to Opportunities	Evaluate outreach efforts to LEP individuals and provide recommendations to improve access	3 years	Chester County HACC
Provide rental preparation educational program materials to HACC waiting list prospects before searching for housing	Quality of affordable housing information programs	Public Housing; Disparities in Access to Opportunities	#1: Prepare materials to be distributed at voucher briefings #2: Prepare a video training for rental preparation and make it accessible from HACC website	2 years	HACC

Goal #7: Expand efforts to increase understanding of fair housing rights, responsibilities and affordable housing resources

ACTION	FACTORS	ISSUES	OUTCOME	TIME	RESPONSIBLE PARTICIPANT
Review fair housing programming on a quarterly basis and target fair housing educational efforts to remove barriers to fair housing	Need for awareness among consumers, providers, municipalities and housing professionals for how and when to use fair housing supports	Fair Housing	#1: Conduct 2 fair housing events annually #2: Publish 4 quarterly fair housing e-newsletters annually #3: Distribute fair housing information at 15 public events annually	Ongoing through years 1-5	Chester County HACC
Provide access to FHIP and legal services for fair housing or other legal matters related to housing	Need for awareness among consumers, providers, municipalities and housing professionals for how and when to use fair housing supports	Fair Housing	Receive 150 referrals annually	Ongoing through years 1-5	Chester County
Include fair housing education for homebuyer program participants	Need for awareness among consumers, providers, municipalities and housing professionals for how and when to use fair housing supports	Fair Housing	Provide education to 35 individuals annually	Ongoing through years 1-5	Chester County HACC
Provide fair housing materials for all residents living in publicly supported housing	Need for awareness among consumers, providers, municipalities and housing professionals for how and when to use fair housing supports	Fair Housing	#1: Include fair housing education supplement as part of HACC informational materials #2: Ensure recipients of affordable housing funding provide fair housing materials to residents	Ongoing through years 1-5	Chester County HACC

Host Landlord Forum and include fair housing and source of income components for current and prospective housing choice voucher landlords	Need for awareness among consumers, providers, municipalities and housing professionals for how and when to use fair housing supports	Fair Housing	Host 2 Landlord Forms annually	Ongoing through years 1-5	Chester County HACC
Review municipal ordinances for applicants seeking federal Community Development Block Grant funding to ensure compliance with fair housing laws, increasing fair housing compliance among the 30 eligible municipalities with designated low- to moderate-income areas (LMAs) so that 15 (or 50%) are in compliance	State or local laws policies or practices that discourage individuals with disabilities from being placed in or living in integrated settings; Need for awareness among consumers, providers, municipalities and housing professionals for how and when to use fair housing supports	Fair Housing; Disability and Access	Review municipal ordinances after entitlement funding applications are received and increase compliance to 15 CDBG eligible municipalities	5 years	Chester County
Promote compliance with fair housing laws for municipalities participating in the Chester County Vision Partnership Program to provide technical assistance for comprehensive plans, ordinances, official maps, and special planning projects	Need for awareness among consumers, providers, municipalities and housing professionals for how and when to use fair housing supports	Fair Housing	Municipal compliance with fair housing laws for Vision Partnership partners	5 years	Chester County
Pursue the design of a model density bonus system by the Chester County Planning Commission to help municipalities meet Fair Share requirements and provide incentives for developers that agree to set aside affordable housing units in newly constructed rental projects	Need for awareness among consumers, providers, municipalities and housing professionals for how and when to use fair housing supports	Fair Housing	Creation of model ordinance by the Chester County Planning Commission	5 years	Chester County

Goal #8: Integrate housing efforts among County of Chester departments and the Housing Authority of the County of Chester

ACTION	FACTORS	ISSUES	OUTCOME	TIME	RESPONSIBLE PARTICIPANT
Participate in the Decade to Doorways Plan to Prevent and End Homelessness and issue housing choice vouchers to the most vulnerable homeless citizens of Chester County	Location and type of affordable housing; Access to publicly supported housing for persons with disabilities; Lack of affordable, integrated housing for individuals who need supportive services; Lack of assistance for transitioning from institutional settings to integrated housing	Segregation; R/ECAP; Disparities in Access to Opportunities; Disproportionate Housing Needs; Public Housing; Disability and Access	Ongoing coordination of Vulnerability Index System Prioritization Decision Assistance Tool (VI-SPDAT) and placement of homeless individuals	Ongoing through years 1-5	Chester County HACC
Participate in the Chester County Planning Commission’s Landscapes3 Comprehensive Plan Update, including membership in stakeholder teams, provision of housing data and review of draft materials	Location and type of affordable housing; Access to publicly supported housing for persons with disabilities; Quality of affordable housing information programs	Segregation; R/ECAP; Disparities in Access to Opportunities; Disproportionate Housing Needs; Public Housing; Disability and Access	Provide assistance about housing conditions in Chester County throughout Landscapes3 planning effort	3 years	Chester County HACC
Participate in the Chester County Planning Commission’s Housing Options Task Force to increase housing opportunities for Chester County residents through partnership efforts between private, public and non-profit sectors	Location and type of affordable housing; Access to publicly supported housing for persons with disabilities; Quality of affordable housing information programs	Segregation; R/ECAP; Disparities in Access to Opportunities; Disproportionate Housing Needs; Public Housing; Disability and Access	Engage in Housing Options Task Force meetings and provide support for housing initiatives in Landscapes3	Ongoing through years 1-5	Chester County HACC