CR-05 - Goals and Outcomes

Progress the jurisdiction has made in carrying out its strategic plan and its action plan. 91.520(a)

This could be an overview that includes major initiatives and highlights that were proposed and executed throughout the program year.

The Lancaster County Redevelopment Authority serves as the lead agency for the county, overseeing the administration and coordination of the consolidated planning and submission process for the CDBG, HOME, and ESG programs. Lancaster County leads the HOME Consortium, which has been established with the City of Lancaster. During Program Year 2025, which marked the fifth year of the 2021-2025 Consolidated Plan, the Lancaster County Housing and Redevelopment Authority (LCHRA) implemented activities funded by CDBG, HOME, and ESG, in line with the priorities outlined in the Lancaster County Consolidated Plan and Annual Action Plan. LCHRA has made significant progress in addressing affordable housing needs, supporting low- and moderate-income households, and reducing homelessness throughout the county. When outcomes deviated from projections, these discrepancies were mostly due to construction timelines, procurement delays, environmental review requirements, and coordination with partner agencies. LCHRA continues to monitor the progress of activities and expects to complete the delayed projects in future program years.

• The Home Repair Program (HRP) uses CDBG dollars to provide financial and technical assistance to rehabilitate owner-occupied homes. During 2025, fourteen (14) homes were rehabilitated county-wide, with additional applications in progress or under active rehabilitation efforts. Repairs included but were not limited to: installation of windows and doors, heating systems, roofs, electrical repairs, plumbing repairs, and radon remediation.

• The Public Improvement Program uses CDBG dollars to assist municipalities and non-profit organizations to complete public infrastructure projects in low- and moderate-income areas throughout the County. There were two (2) completed Public Improvement Projects in 2025: Columbia Borough: 900-1000 Block Walnut Street infrastructure improvement, and Elizabethtown Borough: South Poplar Street Sanitary infrastructure. A total of three thousand and fifty (3,050) people were assisted through public facility improvements and municipal infrastructure projects.

• The Blight Remediation Program acquired one (1) property using federal funds: 318 Poplar Street in Columbia Borough. Specifically, this was acquired through the Redevelopment Fund, Inc (our nonprofit organization).

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• The Public Services program maximized the CDBG funds to support individuals experiencing homelessness through emergency shelter services to women and children (women/children shelter), families (family shelter), and shelter for women fleeing domestic violence (women/children shelter). In addition, Street Outreach services are funded to ensure touch points with individuals who are unsheltered and referrals to local services and housing programs.

Comparison of the proposed versus actual outcomes for each outcome measure submitted with the consolidated plan and explain, if applicable, why progress was not made toward meeting goals and objectives. 91.520(g)

Categories, priority levels, funding sources and amounts, outcomes/objectives, goal outcome indicators, units of measure, targets, actual outcomes/outputs, and percentage completed for each of the grantee's program year goals.

Goal	Category	Source / Amount	Indicator	Unit of Measure	Expected – Strategic Plan	Actual – Strategic Plan	Percent Complete	Expected – Program Year	Actual – Program Year	Percent Complete
Administrative Costs	Administration	CDBG: $ / HOME: $ / ESG: $	Other	Other	250	75	30.00%	0		
Assist Emergency Shelter Activities	Homeless	CDBG: $0 / HOME: $0 / ESG: $	Homeless Person Overnight Shelter	Persons Assisted	500	1060	212.00%	250	0	0.00%
Create Affordable Owner Units	Affordable Housing	CDBG: $0 / HOME: $ / ESG: $0	Homeowner Housing Added	Household Housing Unit	40	22	55.00%	4	0	0.00%

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Create Affordable Owner Units	Affordable Housing	CDBG: $0 / HOME: $ / ESG: $0	Direct Financial Assistance to Homebuyers	Households Assisted	14	51	364.29%			
Create Affordable Rental Units	Affordable Housing	CDBG: $0 / HOME: $ / ESG: $0	Rental units constructed	Household Housing Unit	250	75	30.00%	5	15	300.00%
Public Facilities	Non-Housing Community Development	CDBG: $ / HOME: $0 / ESG: $0	Public Facility or Infrastructure Activities other than Low/Moderate Income Housing Benefit	Persons Assisted	600000	7508	1.25%	400	0	0.00%
Reduce the Number of Blighted Properties	Affordable Housing Non-Housing Community Development	CDBG: $ / HOME: $0 / ESG: $0	Rental units rehabilitated	Household Housing Unit	250	73	29.20%	2	0	0.00%
Reduce the Number of Blighted Properties	Affordable Housing Non-Housing Community Development	CDBG: $ / HOME: $0 / ESG: $0	Jobs created/retained	Jobs	0	0				
Reduce the Number of Blighted Properties	Affordable Housing Non-Housing Community Development	CDBG: $ / HOME: $0 / ESG: $0	Buildings Demolished	Buildings	0	1				

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Reduce the Number of Blighted Properties	Affordable Housing Non-Housing Community Development	CDBG: $ / HOME: $0 / ESG: $0	Other	Other	45	8	17.78%			
Rehabilitate Existing Owner Units	Affordable Housing	CDBG: $ / HOME: $100000 / ESG: $0	Homeowner Housing Rehabilitated	Household Housing Unit	250	73	29.20%	40	36	90.00%
Rehabilitate Existing Renter Units	Affordable Housing	CDBG: $ / HOME: $0 / ESG: $0	Rental units rehabilitated	Household Housing Unit	0	0		8	0	0.00%
Support Housing Services	Homeless Non-Homeless Special Needs	CDBG: $ / HOME: $0 / ESG: $0	Public service activities other than Low/Moderate Income Housing Benefit	Persons Assisted	0	269		0	3295	
Support Housing Services	Homeless Non-Homeless Special Needs	CDBG: $ / HOME: $0 / ESG: $0	Public service activities for Low/Moderate Income Housing Benefit	Households Assisted	200350	443458	221.34%	400	0	0.00%
Support Housing Services	Homeless Non-Homeless Special Needs	CDBG: $ / HOME: $0 / ESG: $0	Homeless Person Overnight Shelter	Persons Assisted	0	813		0	150	
Support Housing Services	Homeless Non-Homeless Special Needs	CDBG: $ / HOME: $0 / ESG: $0	Overnight/Emergency Shelter/Transitional Housing Beds added	Beds	0	40		0	40	

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Support Rapid Re-housing Services	Homeless	CDBG: $0 / HOME: $0 / ESG: $	Tenant-based rental assistance / Rapid Rehousing	Households Assisted	500	0	0.00%	150	0	0.00%
Water, Sewer, and Neighborhood Street Improvements	Non-Housing Community Development	CDBG: $ / HOME: $0 / ESG: $0	Public Facility or Infrastructure Activities other than Low/Moderate Income Housing Benefit	Persons Assisted	500000	25054	5.01%	7350	4360	59.32%

Table 1 - Accomplishments – Program Year & Strategic Plan to Date

Assess how the jurisdiction's use of funds, particularly CDBG, addresses the priorities and specific objectives identified in the plan, giving special attention to the highest priority activities identified.

The Fiscal Year 2025 Annual Action Plan outlined the use of CDBG, HOME and ESG funding for the following objectives and priorities:

- Create decent affordable housing, both rental and owner-occupied.
- Rehabilitate existing units to maintain affordability, both rental and owner-occupied.
- Reduce the number of blighted properties;
- Promote fair housing;
- Support public infrastructure and facility improvements;
- Support borough revitalization efforts and economic development;
- Assist in the provision of housing services; and
- Provide support to households experiencing homelessness through rapid re-housing, shelter, outreach, and prevention that utilize a Housing First philosophy.

Using CDBG funding, the County addressed its highest priority: the need for decent, affordable housing by rehabilitating owner-occupied units through the Home Repair Program. The County also addressed the ongoing need to expand and upgrade public infrastructure by funding several

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projects countywide through the Public Improvements Program.

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CR-10 - Racial and Ethnic composition of families assisted

Describe the families assisted (including the racial and ethnic status of families assisted). 91.520(a)

	CDBG	HOME
White	688	20
Black or African American	208	8
Asian	3	0
American Indian or American Native	5	0
Native Hawaiian or Other Pacific Islander	0	0
Total	**904**	**28**
Hispanic	137	23
Not Hispanic	767	5

Table 2 – Table of assistance to racial and ethnic populations by source of funds

Narrative

Multi-racial totals CDBG:
American Indian/Alaskan Native & White: Total 4
Black/African American &White: Total 86
Amer. Indian/Alaskan Native & Black/African Amer: Total 12
Other Multi-racial: Total 162

Multi-racial totals HOME:
Other multi-racial: Total 5

Multi-racial totals ESG:

Asian or Asian American & American Indian, Alaska Native, or Indigenous 0
Black, African American, or African & American Indian, Alaska Native, or Indigenous 2
Hispanic/Latina/e/o & American Indian, Alaska Native, or Indigenous 1
Middle Eastern or North African & American Indian, Alaska Native, or Indigenous 0
Native Hawaiian or Pacific Islander & American Indian, Alaska Native, or Indigenous 0
White & American Indian, Alaska Native, or Indigenous 5
Black, African American, or African & Asian or Asian American 0
Hispanic/Latina/o & Asian or Asian American 0

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Middle Eastern or North African & Asian or Asian American 0
Native Hawaiian or Pacific Islander & Asian or Asian American 0
White & Asian or Asian American 0
Hispanic/Latina/o & Black, African American, or African 27
Middle Eastern or North African & Black, African American, or African 0
Native Hawaiian or Pacific Islander & Black, African American, or African 0
White & Black, African American, or African 15
Middle Eastern or North African & Hispanic/Latina/o 0
Native Hawaiian or Pacific Islander & Hispanic/Latina/o 0
White & Hispanic/Latina/o 47
Native Hawaiian or Pacific Islander & Middle Eastern or North African 0
White & Middle Eastern or North African 0
White & Native Hawaiian or Pacific Islander 1
Multiracial – more than 2 races/ethnicity, with one being Hispanic/Latina/o 2
Multiracial – more than 2 races, where no option is Hispanic/Latina/o 2

ESG multi-racial total: 102

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CR-15 - Resources and Investments 91.520(a)

Identify the resources made available

Source of Funds	Source	Resources Made Available	Amount Expended During Program Year
CDBG	public - federal	3,292,744	3,399,975
HOME	public - federal	1,695,413	23,871
ESG	public - federal	254,134	82,579

Table 3 - Resources Made Available

Narrative

Identify the geographic distribution and location of investments

Target Area	Planned Percentage of Allocation	Actual Percentage of Allocation	Narrative Description
City of Lancaster	10	20	General
County of Lancaster	85	56	General
Rivertowns	5	25	

Table 4 – Identify the geographic distribution and location of investments

Narrative

These percentages are based on the expenditure of standard annual allocation dollars and do not include the expenditure of special allocations like CDBG-CV and HOME-ARP.

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Leveraging

Explain how federal funds leveraged additional resources (private, state and local funds), including a description of how matching requirements were satisfied, as well as how any publicly owned land or property located within the jurisdiction that were used to address the needs identified in the plan.

CDBG Program

Public Improvement Projects are required to provide a 20% match of the total project cost, which must include at least 5% of the construction costs. This matching funds requirement can also encompass soft costs incurred prior to the project's construction. Typically, Liquid Fuels funds from the state, along with other local or private capital improvement funding, serve as the sources for these leveraged funds. In 2021, we started collaborating with the Penn Medicine Lancaster General Health Lead-Free Families program to maximize the impact of our CDBG Home Repair Program funds. The Penn Medicine program offers up to $11,000 in assistance for lead remediation activities, allowing us to rehabilitate owner-occupied homes facing more significant safety and security hazards, in addition to addressing lead safety concerns. This partnership has continued into FY 2025.

ESG Program

Organizations that receive ESG funds for services aimed at helping the homeless must provide a dollar-for-dollar match with other federal, state, local, and private funds. This means that for every dollar of ESG funding, at least one dollar must come from another source. The Lancaster County Redevelopment Authority, in collaboration with the Lancaster County Homelessness Coalition, the United Way of Lancaster County, and the City of Lancaster, has effectively utilized available matching resources throughout the Lancaster continuum of care to provide services to individuals experiencing homelessness. As a result, the total leveraged funds exceed the required one-to-one match.

HOME Program

The Tax Reform Act of 1986 includes Section 42 of the Tax Code, which establishes the Low-Income Housing Tax Credit Program. This program offers tax incentives to owners of affordable rental housing. In Pennsylvania, the Pennsylvania Housing Finance Agency (PHFA) has been designated as the allocating agency. The PHFA serves as a significant source of financing for projects in Lancaster County aimed at acquiring, rehabilitating, constructing, or preserving affordable rental housing. Additionally, the County encourages applicants to seek funding from The Federal Home Loan Bank of Pittsburgh (FHLBank Pittsburgh). This institution provides low-

cost funding and opportunities for affordable housing and community development to its 317 member financial institutions located in Delaware, Pennsylvania, and West Virginia. The FHLBank of Pittsburgh ensures the availability of financial resources for housing and works to improve the quality of the communities it serves. Lancaster County also benefits from revenue generated by the Affordable Housing Trust Fund (PA Act 137), which was established in 1994. The Lancaster County Commissioners approved an ordinance to implement mortgage recording fees in the County to generate revenue for this fund. The revenues from the Affordable Housing Trust Fund are used to cover the required 25% match for the County's HOME Program, as needed, and to provide funding for Tenfold's Homebuyer Assistance Program.

Publicly Owned Land Used to Address the Needs in the Plan

In 2017, the County established a Land Bank through Ordinance No. 120. The mission of the Lancaster County Land Bank is to return vacant and underutilized properties to productive use. The Land Bank aims to revitalize neighborhoods by providing safe, decent, and affordable rental and homeowner units. It will acquire, hold, and transfer real estate within member municipalities as outlined in the Intergovernmental Agreement. A list of properties that have been acquired, held, and transferred can be found on our website at www.lchra.com. Additionally, the County did not utilize any other publicly owned land or property during the 2025 program year.

Fiscal Year Summary – HOME Match	
1. Excess match from prior Federal fiscal year	13,476,237
2. Match contributed during current Federal fiscal year	0
3. Total match available for current Federal fiscal year (Line 1 plus Line 2)	13,476,237
4. Match liability for current Federal fiscal year	205,294
5. Excess match carried over to next Federal fiscal year (Line 3 minus Line 4)	13,270,943

Table 5 – Fiscal Year Summary - HOME Match Report

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Match Contribution for the Federal Fiscal Year								
Project No. or Other ID	Date of Contribution	Cash (non-Federal sources)	Foregone Taxes, Fees, Charges	Appraised Land/Real Property	Required Infrastructure	Site Preparation, Construction Materials, Donated labor	Bond Financing	Total Match

Table 6 – Match Contribution for the Federal Fiscal Year

HOME MBE/WBE report

Program Income – Enter the program amounts for the reporting period				
Balance on hand at begin-ning of reporting period $	Amount received during reporting period $	Total amount expended during reporting period $	Amount expended for TBRA $	Balance on hand at end of reporting period $
596,130	130,553	384,691	0	328,001

Table 7 – Program Income

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Minority Business Enterprises and Women Business Enterprises – Indicate the number and dollar value of contracts for HOME projects completed during the reporting period						
	Total	**Minority Business Enterprises**				**White Non-Hispanic**
		Alaskan Native or American Indian	**Asian or Pacific Islander**	**Black Non-Hispanic**	**Hispanic**	
Contracts						
Dollar Amount	1,105,960	0	0	0	0	1,105,960
Number	4	0	0	0	0	4
Sub-Contracts						
Number	11	0	0	1	1	9
Dollar Amount	954,255	0	0	596,730	37,000	320,525

	Total	**Women Business Enterprises**	**Male**
Contracts			
Dollar Amount	1,105,960	0	1,105,960
Number	4	0	4
Sub-Contracts			
Number	11	1	10
Dollar Amount	983,305	66,050	917,255

Table 8 - Minority Business and Women Business Enterprises

Minority Owners of Rental Property – Indicate the number of HOME assisted rental property owners and the total amount of HOME funds in these rental properties assisted						
	Total	**Minority Property Owners**				**White Non-Hispanic**
		Alaskan Native or American Indian	**Asian or Pacific Islander**	**Black Non-Hispanic**	**Hispanic**	
Number	0	0	0	0	0	0
Dollar Amount	0	0	0	0	0	0

Table 9 – Minority Owners of Rental Property

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Relocation and Real Property Acquisition – Indicate the number of persons displaced, the cost of relocation payments, the number of parcels acquired, and the cost of acquisition		
Parcels Acquired	0	0
Businesses Displaced	0	0
Nonprofit Organizations Displaced	0	0
Households Temporarily Relocated, not Displaced	0	0

Households Displaced	**Total**	**Minority Property Enterprises**				**White Non-Hispanic**
		Alaskan Native or American Indian	**Asian or Pacific Islander**	**Black Non-Hispanic**	**Hispanic**	
Number	0	0	0	0	0	0
Cost	0	0	0	0	0	0

Table 10 – Relocation and Real Property Acquisition

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CR-20 - Affordable Housing 91.520(b)

Evaluation of the jurisdiction's progress in providing affordable housing, including the number and types of families served, the number of extremely low-income, low-income, moderate-income, and middle-income persons served.

	One-Year Goal	Actual
Number of Homeless households to be provided affordable housing units	0	0
Number of Non-Homeless households to be provided affordable housing units	53	53
Number of Special-Needs households to be provided affordable housing units	0	0
Total	**53**	**53**

Table 11 – Number of Households

	One-Year Goal	Actual
Number of households supported through Rental Assistance	0	0
Number of households supported through The Production of New Units	9	15
Number of households supported through Rehab of Existing Units	42	13
Number of households supported through Acquisition of Existing Units	2	1
Total	**53**	**29**

Table 12 – Number of Households Supported

Discuss the difference between goals and outcomes and problems encountered in meeting these goals.

In 2025, the county faced challenges in achieving its goals for supporting homeless and special-needs households with affordable housing. Most of the completed activities that year focused on rehabilitating existing owner-occupied homes, providing homebuyer assistance, and developing new owner-occupied units. There are ongoing projects funded in 2025 aimed at creating housing for homeless individuals and special-needs populations; however, these projects are experiencing delays due to inflation, rising interest rates, and increased construction costs.

Discuss how these outcomes will impact future annual action plans.

For the 2026 Annual Action Plan and future initiatives, a primary goal is to provide assistance to homeless households by increasing access to affordable housing. This focus is especially significant because the Continuum of Care (CoC) for Lancaster County has collaborated with the Redevelopment Authority, which enables better coordination among staff members.

Include the number of extremely low-income, low-income, and moderate-income persons served by each activity where information on income by family size is required to determine the eligibility of the activity.

Number of Households Served	CDBG Actual	HOME Actual
Extremely Low-income	2	17
Low-income	2	2
Moderate-income	5	0
Total	**9**	**19**

Table 13 – Number of Households Served

Narrative Information

Using CDBG funds, we assisted a total of nine (9) households through owner-occupied activities. Among these projects, two (2) households were classified as extremely low-income, two (2) as low-income, and five (5) as moderate-income. In 2025, there were no first-time homebuyers funded through the HOME program. Additionally, nineteen (19) rental units received assistance with HOME funding.

All activities, except for public improvement projects that rely on Census Data for eligibility, involve collecting information about income based on family size to determine eligibility. The table above summarizes the number of extremely low-income, low-income, and moderate-income individuals who were assisted in 2025 through the County's housing programs.

Whenever possible, individuals with the lowest incomes are prioritized for rental housing. However, many rental housing projects must include a mix of income levels to ensure the financial stability of the entire development.

The County's Homeless Coalition demonstrates a commitment to addressing severe housing needs. By establishing a preference for Housing Choice Vouchers for individuals experiencing homelessness, the Coalition provides the most vulnerable populations—those facing the greatest housing challenges—with the opportunity to obtain a voucher. The Homeless Coalition maintains a "by-name" list of chronically homeless individuals. When vouchers become available at the Lancaster County Housing Authority, these individuals are contacted and assisted in obtaining a voucher, provided they meet the basic requirements.

Additionally, all new rental housing projects must include a percentage of units that are accessible to persons with disabilities. All owner households assisted with HOME funding meet the Section 215 definition of affordable housing.

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CR-25 - Homeless and Other Special Needs 91.220(d, e); 91.320(d, e); 91.520(c)

Evaluate the jurisdiction's progress in meeting its specific objectives for reducing and ending homelessness through:

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

In 2025, the Lancaster County Redevelopment Authority made progress toward its goal of locating, assessing, and referring or placing unsheltered homeless clients. The task of operating homeless street outreach was contracted with one community provider in 2025 using ESG funds and four other providers using CDBG funds. An additional six organizations perform street outreach activities in Lancaster County and contribute data to the county's HMIS. Engagement with unsheltered clients builds rapport and relationships, determines safety concerns, and addresses immediate needs. Progress is tracked in HMIS using services, case notes, and referrals.

Altogether, funded street outreach projects in 2025 contacted and assessed 541 new clients from 460 households. In all, these projects had 601 enrolled clients from 516 households. Every client enrolled received the same standard set of HUD assessments, and were either encouraged to call the local 211 hotline to have a prioritization assessment, or else had the assessment performed directly by the outreach worker. This placed those clients on the county's By Name List, prioritizing them for resource openings in rapid rehousing, permanent supportive housing, and housing voucher programs.

Special efforts were made in 2025 to move clients directly off the streets and into permanent housing wherever possible. This led to 52 successful placements in 2025. An additional 44 clients progressed into emergency or transitional housing situations. Taken together, the county's street outreach has improved its overall performance in the last year, with a 21% positive exit rate on the most recent System Performance Measures report. There is still room for growth in terms of performance. However, street outreach has had to contend with a tremendous increase in the level of unsheltered homelessness locally since 2023. It appears this trend will continue in 2026.

Addressing the emergency shelter and transitional housing needs of homeless persons

In partnership with the Office for the Lancaster County Homelessness Coalition, the Lancaster County Redevelopment Authority has helped to expand the capacity of Lancaster County's temporary housing inventory, especially emergency shelter. 2025 saw the expansion of the county's Clay Street Emergency Shelter to its full capacity of 85 beds. Partner organizations including Water Street Mission and Good Samaritan Services also expanded bed inventories. This came in response to an explosion in homelessness, especially unsheltered homelessness, in recent years. In 2025, ESG and CDBG funds were used to pay for shelters operated by five different organizations, representing a mix of beds for households with and without children and seasonal beds.

On the 2025 Annual Action Plan, the county committed to serving 250 clients with overnight shelter services. During that period, 442 clients from 414 households were served by overnight shelter services funded through ESG and CDBG. Lancaster County also endeavored to reduce the average and median lengths of stay for emergency shelter clients and to improve the quality of its exit destination data. It succeeded in greatly reducing length of stay, cutting the average for these projects in half from 2024 to 2025. It continues to work on improving the quality of its exit data, a task made more difficult by the increased need for low-barrier shelter beds.

The county continues to coordinate the efforts of shelter and transitional housing projects with rapid rehousing, permanent supportive housing, and housing voucher programs through its coordinated entry system, which in 2025 changed and simplified the process by which it prioritizes clients for these services. Better prioritization and coordination promises to improve the process of moving clients out of shelter and into permanent housing.

Helping low-income individuals and families avoid becoming homeless, especially extremely low-income individuals and families and those who are: likely to become homeless after 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); and, receiving assistance from public or private agencies that address housing, health, social services, employment, education, or youth needs

Lancaster County did not include homelessness prevention as one of its 2025 annual goals, but preventing homelessness—especially for those with low incomes and those exiting foster care and other institutional systems—remains a high priority as it makes funding decisions. In 2025, the Redevelopment Authority funded homelessness prevention projects across the county at five different partner organizations using non-ESG, non-CDBG grants. Together, they served 248 clients from 127 households with a 94% success rate. That is, 104 of the 111 clients exited from these programs retained their permanent housing. Homelessness prevention shows very high rates of success and continues to be a valuable investment for the county.

The Youth Homelessness Systems Improvement (YHSI) grant awarded to Lancaster and two neighboring counties has helped develop a Youth Advocacy Board and will help with the coordination of the local Foster Youth to Independence (FYI) voucher program along with the local Children and Youth Agency. Lancaster County also saw the addition of three recuperative care shelter beds at Water Street Mission, designed to serve medically complex clients exiting inpatient medical settings. Care coordination, especially for clients with complex needs, is managed in part via weekly meetings between providers of street outreach services, other homeless service agencies, physical and mental health providers, the Penn Medicine hospital emergency department social worker and Street Medicine team, City of Lancaster Police social workers, substance use recovery services, a federally qualified health center, emergency shelters, coordinated entry, housing providers, and more.

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

Helping people experiencing homelessness to make the transition to permanent housing and independent living remains the overriding goal of all of the homeless services the Redevelopment Authority funds and coordinates in partnership with the PA-510 CoC. In addition to expanding available shelter options and accompanying wraparound case management services, Lancaster County relies heavily on rapid rehousing services to help move clients into permanent housing. In the 2025 year, it committed to serving 150 households with Tenant-based rental assistance / Rapid Rehousing services. During this period, the Redevelopment Authority funded five organizations to provide those services at locations across the county. Together, they served 249 clients from 156 households with their rapid rehousing programs. Of these, 161 had moved into permanent housing in the community by the end of the 2025 year. Of those that exited programs, 129, or 85%, exited to permanent housing. This exceeds the 80% goal described in the county's last annual plan. Clients served came from multiple household types, including those with children and those with a chronically homeless head of house. In fact, over 20% of the households served by rapid rehousing services in 2025 were counted as chronically homeless. This suggests that Lancaster County's coordinated entry system is successfully prioritizing the highest need clients for these interventions. Some other populations named here are served by specific projects designed with their needs in mind. For example, youth are served via a specific youth street outreach project, whose case workers coordinate referrals with housing projects.

Just as important as moving clients out of homelessness is keeping them housed. To this end, homeless service providers work together with the help of the Office for the Homelessness Coalition to ensure that clients are referred to homelessness prevention projects when needed. Preliminary performance data from the 24-25 HUD year shows that these projects are succeeding. Only 3% of clients placed in permanent housing by these projects returned to homelessness within the 2 years that followed. This continues to be one of Lancaster County's strongest performance measures. Lancaster County has also made progress in reducing the number of days that clients spend homeless. This has been on a downward trend since 2020. Lancaster County expects this trend to continue on its upcoming System Performance Measures report.

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CR-30 - Public Housing 91.220(h); 91.320(j)

Actions taken to address the needs of public housing

The County of Lancaster has no public housing.

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

Not Applicable

Actions taken to provide assistance to troubled PHAs

Not Applicable

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CR-35 - Other Actions 91.220(j)-(k); 91.320(i)-(j)

Actions taken 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. 91.220 (j); 91.320 (i)

The Lancaster County Redevelopment Authority (LCHRA) supports the efforts of the Lancaster County Planning Commission and Tenfold in educating and advocating for local municipal officials to eliminate or improve public policies that hinder affordable housing. In Pennsylvania, as a Commonwealth, most public policies affecting affordable housing are managed at the local level by individual municipalities, covering areas such as zoning, subdivision regulations, fees and charges, and growth limitations. The majority of municipalities adhere to the statewide building code. There are sixty (60) municipalities in Lancaster County.

Additionally, the Lancaster County Redevelopment Authority (LCHRA) is a member of the Coalition for Sustainable Housing (C4SH), which consists of stakeholders dedicated to increasing the availability of affordable housing in Lancaster County through advocacy and education on the topic.

Actions taken to address obstacles to meeting underserved needs. 91.220(k); 91.320(j)

When allocating CDBG, ESG, and HOME funds, careful attention is given to targeting low- and moderate-income individuals in Lancaster County. By actively reaching out to these populations through networking, public meetings, notices, and speaking opportunities, Lancaster County ensures that information about its programs effectively reaches the intended audience.

Using a combination of ESG, CDBG, and local funds, the Lancaster County Homelessness Coalition, a department of LCHRA, has successfully maintained funding for a vital low-barrier day and night shelter that serves eighty five (85) individuals experiencing unsheltered homelessness. Without this program, these individuals would continue to live without shelter.

Actions taken to reduce lead-based paint hazards. 91.220(k); 91.320(j)

The Lancaster County Redevelopment Authority adheres to the Lead Safe Housing Rule by implementing policies for each housing program funded through CDBG, HOME, or ESG dollars. This also includes the Lancaster County Housing Authority's Section 8 Housing Choice Voucher Program, ensuring compliance with all applicable regulations.

In Program Year 2025, there were no changes to LCHRA's lead-based paint compliance policies or procedures. Staff capacity and contractor availability remained consistent with the prior year. Three staff members remained certified to conduct risk assessments and clearance inspections. Certified contractors continued to be responsible for performing lead hazard reduction work, and seven

contractors certified by the Commonwealth of Pennsylvania were available to carry out lead-based paint hazard reduction and abatement activities within Lancaster County.

The Home Repair Program continued its collaboration with Lancaster General Health/Penn Medicine to administer the Lead-Free Families program. This program provides in-home lead testing and remediation services for households with children under the age of six.

All rental units rehabilitated through the Rental Housing Program continued to be required to meet lead-safe standards in accordance with HUD Lead Safe Housing Rule requirements.

Actions taken to reduce the number of poverty-level families. 91.220(k); 91.320(j)

The Lancaster County Redevelopment Authority provided CDBG funding in calendar year 2025 through CDBG public service dollars to provide ancillary services that augment poverty reduction efforts, such as: operating costs for homeless shelters, street outreach, mobile hygiene unit, tenant/landlord counseling, and other public services.

Actions taken to develop institutional structure. 91.220(k); 91.320(j)

The Lancaster County Redevelopment Authority is active in various committees that work to develop and strengthen institutional structures to provide housing and services. Organizational committees are headed by various agencies including but not limited to Tenfold and the Lancaster County Homelessness Coalition.

Other Committee Participation

• The Executive Director is an ex-officio member of Tenfold, a nonprofit created by county and municipal government, business and civic leaders focused housing affordability for low- to moderate-income people living and working in Lancaster County, a Steering Committee for the County Homelessness Coalition, a board member of the county EDC Finance Corporation, and a member for two affordable housing advocacy groups, the South Central Assembly and the Housing Alliance of PA.
• The Director of Housing and Community Development and the Director of Human Services and one additional staff member served roles in the Coalition for Sustainable Housing.
• The Director of Housing and Community Development serves on Habitat for Humanity Board.
• Redevelopment Authority provides staff support for the Lancaster County Office for the Homelessness Coalition, Reentry Coalition, Land Bank Authority, Redevelopment Fund, and the Vacant Property Reinvestment Program.

Actions taken to enhance coordination between public and private housing and social service agencies. 91.220(k); 91.320(j)

Staff members from the Redevelopment Authority serve on several action teams with the Lancaster

County Homelessness Coalition which brings together public and private housing and social service agencies to coordinate efforts. These action teams are the Housing Impact team and the Funders Group and the steering committee.

The Lancaster County Homelessness Coalition (CoC) facilitates voucher meetings that provides referral from our social service agencies serving people experiencing homelessness and the City and County housing authority staff. During these meetings, homeless preference HCVs, Mainstream vouchers for people experiencing homelessness and Emergency Housing vouchers that are available are discussed and matched with people experiencing homelessness. Priority is given to people who are unsheltered and other highly vulnerable individuals and families experiencing homelessness. Being part of an organization that houses a county housing authority has proven highly beneficial and we continue to help develop strong partnerships with both Housing Authorities.

Identify actions taken to overcome the effects of any impediments identified in the jurisdictions analysis of impediments to fair housing choice. 91.520(a)

N/A

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CR-40 - Monitoring 91.220 and 91.230

Describe the standards and procedures used to monitor activities carried out in furtherance of the plan and used to ensure long-term compliance with requirements of the programs involved, including minority business outreach and the comprehensive planning requirements

During Program Year 2025, the Lancaster County Housing and Redevelopment Authority (LCHRA) continued to apply established standards and procedures to monitor activities related to the Consolidated Plan. There were no changes to LCHRA's monitoring policies, procedures, or compliance protocols during this program year.

LCHRA monitored activities funded by CDBG, HOME, and ESG through a combination of desk reviews, on-site monitoring, financial reviews, and performance evaluations. This approach ensured compliance with federal regulations, program requirements, and long-term affordability standards. The monitoring activities included assessments of eligibility determinations, compliance with national objectives, procurement procedures, financial management systems, recordkeeping, and adherence to contract terms.

Long-term compliance requirements, such as affordability periods for HOME-assisted units and ongoing program eligibility requirements, were tracked through written agreements, regulatory agreements, and periodic file reviews. LCHRA maintained records to ensure ongoing compliance with program requirements throughout the relevant affordability and compliance periods.

Minority and women-owned business enterprise (MBE/WBE) outreach requirements remained integrated into the procurement and contracting processes. LCHRA monitored contractor compliance with Section 3 and MBE/WBE outreach requirements through bid documentation, contractor reporting, and reviews of outreach efforts. No changes were made to minority business outreach policies or reporting procedures during Program Year 2025.

Additionally, LCHRA ensured alignment with comprehensive planning requirements by connecting funded activities with the priorities and goals outlined in the Lancaster County Consolidated Plan and Annual Action Plan. Monitoring results were utilized to identify potential issues, provide technical assistance when necessary, and ensure timely corrective actions. No monitoring findings or systemic compliance issues led to changes in program administration during Program Year 2025.

Citizen Participation Plan 91.105(d); 91.115(d)

Describe the efforts to provide citizens with reasonable notice and an opportunity to comment on performance reports.

During Program Year 2025, the Lancaster County Housing and Redevelopment Authority (LCHRA) continued to ensure that residents of Lancaster County received reasonable notice and had the opportunity to comment on performance reports. There were no changes to the public participation procedures or outreach methods during this program year.

LCHRA announced the availability of the Consolidated Annual Performance and Evaluation Report (CAPER) through established communication channels. This included publication on the LCHRA website and notice in a newspaper with general circulation in Lancaster County. The announcement informed the public about the report's availability, where it could be reviewed, and the duration of the public comment period.

The CAPER was available for public review for a minimum of 15 days, in accordance with HUD requirements. Residents were invited to submit written comments during the comment period. All comments received, if any, were reviewed and considered before submitting the CAPER to HUD. LCHRA also made sure that information related to performance reporting was accessible to all residents, including individuals with disabilities and those with limited English proficiency, upon request. During Program Year 2025, no comments were received that required modifications to the CAPER, and no amendments to public participation procedures were necessary.

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CR-45 - CDBG 91.520(c)

Specify the nature of, and reasons for, any changes in the jurisdiction's program objectives and indications of how the jurisdiction would change its programs as a result of its experiences.

During Program Year 2025, the Lancaster County Housing and Redevelopment Authority (LCHRA) did not implement any changes to its program objectives for CDBG, HOME, or ESG-funded activities. Program objectives, funding priorities, and performance measures remained consistent with those established in the Lancaster County Consolidated Plan and the applicable Annual Action Plan. LCHRA did not modify program design, eligibility criteria, or service delivery approaches as a result of program experience during the reporting period. Existing programs continued to address identified community needs, and performance outcomes were generally consistent with anticipated results.

While LCHRA routinely evaluates program performance, market conditions, and community needs, these assessments did not result in changes to program objectives or implementation strategies during Program Year 2025. Any future adjustments to program objectives or activities will be considered through the New Consolidated Plan or Annual Action Plan process, in accordance with HUD requirements and the LCHRA Citizen Participation Plan.

Does this Jurisdiction have any open Brownfields Economic Development Initiative (BEDI) grants?

No

[BEDI grantees] Describe accomplishments and program outcomes during the last year.

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CR-50 - HOME 24 CFR 91.520(d)

Include the results of on-site inspections of affordable rental housing assisted under the program to determine compliance with housing codes and other applicable regulations

Please list those projects that should have been inspected on-site this program year based upon the schedule in 24 CFR §92.504(d). Indicate which of these were inspected and a summary of issues that were detected during the inspection. For those that were not inspected, please indicate the reason and how you will remedy the situation.

HOME Projects - Physical Monitoring

Fordney Road – 14 units– 3 Minor Issues
Aster Place Apartments – 29 units – 1 Minor Issue
Oak Bottom Village III – 18 units - No Issues
Sylvan Retreat Apartments – 18 units – 2 Minor Issues
Park Avenue Apartments – 24 units – No Issues
Rockford Chase Apartments – 60 units – 4 Major Issues, 2 Minor Issues

HOME Tenant File Monitoring

Aster Place - There were no Findings or Concerns found during the monitoring visit. The project meets the HOME requirements that were monitored and continues to provide affordable housing opportunities for Lancaster County's low-income families.
Cloister Heights - There were no Findings or Concerns found during the monitoring visit. The project meets the HOME requirements that were monitored and continues to provide affordable housing opportunities for Lancaster County's low-income families.
Bausman Apartments - One (1) tenant's file application lists two employers. One (1) tenant's file last paystub collected was dated 10/24, and the move-in date was listed two months later 12/24.
Fairview Meadows- There were no Findings or Concerns found during the monitoring visit. The project meets the HOME requirements that were monitored and continues to provide affordable housing opportunities for Lancaster County's low-income families.
Fordney House - There were no Findings or Concerns found during the monitoring visit. The project meets the HOME requirements that were monitored and continues to provide affordable housing opportunities for Lancaster County's low-income families.
Landisville II - There were no Findings or Concerns found during the monitoring visit. The project meets the HOME requirements that were monitored and continues to provide affordable housing opportunities for Lancaster County's low-income families
Larkspur Crossing - One (1) tenant's file is missing the signed lease and VAWA addendum, and the file was also missing the thirty (30) day notice for the rent increase. Four (4) tenant's files utility allowance on the TIC form needed to be corrected.
Oak Bottom Village III - There were no Findings or Concerns found during the monitoring visit. The

project meets the HOME requirements that were monitored and continues to provide affordable housing opportunities for Lancaster County's low-income families.
Sylvan Retreat Apartments - There were no Findings or Concerns found during the monitoring visit. The project meets the HOME requirements that were monitored and continues to provide affordable housing opportunities for Lancaster County's low-income families.
Three Center Square - There were no Findings or Concerns found during the monitoring visit. The project meets the HOME requirements that were monitored and continues to provide affordable housing opportunities for Lancaster County's low-income families.
Westminster Place - There were no Findings or Concerns found during the monitoring visit. The project meets the HOME requirements that were monitored and continues to provide affordable housing opportunities for Lancaster County's low-income families.
Golden Triangle Apartments - There were no Findings or Concerns found during the monitoring visit. The project meets the HOME requirements that were monitored and continues to provide affordable housing opportunities for Lancaster County's low-income families.

Provide an assessment of the jurisdiction's affirmative marketing actions for HOME units. 24 CFR 91.520(e) and 24 CFR 92.351(a)

Lancaster County requires all housing containing five or more HOME-assisted units to comply with the County's Affirmative Marketing Policies. Compliance with these policies is determined during the monitoring reviews.

Refer to IDIS reports to describe the amount and use of program income for projects, including the number of projects and owner and tenant characteristics

In 2025, no program income was spent on creating or preserving affordable homeowner housing units in Lancaster County.

Describe other actions taken to foster and maintain affordable housing. 24 CFR 91.220(k) (STATES ONLY: Including the coordination of LIHTC with the development of affordable housing). 24 CFR 91.320(j)

The Redevelopment Authority works with local affordable housing developers to not only create new affordable rental housing but also to help rehabilitate existing housing in need of rehabilitation. The Redevelopment Authority works with developers to access the 4% tax credits through the state for funding to rehab existing units. The Redevelopment Authority has the ability to float bonds for housing efforts.

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CR-58 – Section 3

Identify the number of individuals assisted and the types of assistance provided

Total Labor Hours	CDBG	HOME	ESG	HOPWA	HTF
Total Number of Activities	1	1	0	0	0
Total Labor Hours	3,104	81,464			
Total Section 3 Worker Hours	589	45,911			
Total Targeted Section 3 Worker Hours	0	8,788			

Table 14 – Total Labor Hours

Qualitative Efforts - Number of Activities by Program	CDBG	HOME	ESG	HOPWA	HTF
Outreach efforts to generate job applicants who are Public Housing Targeted Workers	0	0			
Outreach efforts to generate job applicants who are Other Funding Targeted Workers.	0	0			
Direct, on-the job training (including apprenticeships).	0	0			
Indirect training such as arranging for, contracting for, or paying tuition for, off-site training.	0	0			
Technical assistance to help Section 3 workers compete for jobs (e.g., resume assistance, coaching).	0	0			
Outreach efforts to identify and secure bids from Section 3 business concerns.	1	0			
Technical assistance to help Section 3 business concerns understand and bid on contracts.	1	0			
Division of contracts into smaller jobs to facilitate participation by Section 3 business concerns.	0	0			
Provided or connected residents with assistance in seeking employment including: drafting resumes,preparing for interviews, finding job opportunities, connecting residents to job placement services.	0	0			
Held one or more job fairs.	0	0			
Provided or connected residents with supportive services that can provide direct services or referrals.	0	0			
Provided or connected residents with supportive services that provide one or more of the following: work readiness health screenings, interview clothing, uniforms, test fees, transportation.	0	0			
Assisted residents with finding child care.	0	0			
Assisted residents to apply for, or attend community college or a four year educational institution.	0	0			
Assisted residents to apply for, or attend vocational/technical training.	0	0			
Assisted residents to obtain financial literacy training and/or coaching.	0	0			
Bonding assistance, guaranties, or other efforts to support viable bids from Section 3 business concerns.	0	0			
Provided or connected residents with training on computer use or online technologies.	0	0			
Promoting the use of a business registry designed to create opportunities for disadvantaged and small businesses.	0	0			
Outreach, engagement, or referrals with the state one-stop system, as designed in Section 121(e)(2) of the Workforce Innovation and Opportunity Act.	0	0			

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Other.	0	0			

Table 15 – Qualitative Efforts - Number of Activities by Program

Narrative

During Program Year 2025, Lancaster County implemented Section 3 requirements for activities funded through the CDBG and HOME programs. A total of two covered activities were reported, generating 84,568 total labor hours, of which 46,500 hours were worked by Section 3 workers. The County exceeded the Section 3 labor hour benchmarks, including the targeted Section 3 worker benchmark, demonstrating meaningful economic opportunities for low- and very low-income persons. Section 3 compliance efforts were incorporated into project implementation, including outreach to eligible workers and coordination with contractors to encourage Section 3 participation. Qualitative efforts included employment outreach and engagement activities associated with funded projects such as the Columbia Chip Factory Demolition and The Apartments at College Avenue. Lancaster County will continue to integrate Section 3 requirements into procurement and project oversight to promote employment and training opportunities for income-eligible residents in future program years.

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