

IV. STRATEGIC PLAN

K. General

This section of the CP establishes Delaware County's priority needs for housing, community development, and economic development and the strategies that will be pursued over the next five years to achieve the priorities. The Five-Year Strategy is based on objectives developed after consideration of the analysis of needs and problems experienced by Delaware County's residents as described in Part 2 and Part 3 of this CP. The strategy also considers the input from County agencies and service providers obtained through the outreach completed as part of completion of this CP. The strategy is a result of the logical progression from the Housing Market Analysis and Affordable Housing and Homeless Needs Assessment to a determination of the County's priorities based on those needs.

The priorities that will guide the strategic plan are outlined on HUD Table 2A - Housing Priority Needs. The definitions of HUD's priority codes for Table 2A are as follows:

H = High Priority - Activities to address this need will be funded by Delaware County during the five year Consolidated Plan period.

M = Medium Priority - If funds are available, activities to address this need may be funded by Delaware County during the five year period.

L = Low Priority – Delaware County will not fund activities to address this need during the five year CP period. The County will consider certification of consistency for other entities' applications for federal assistance.

N = No Such Need – Delaware County finds that there is no need or that this need is already substantially addressed.

L. Affordable Housing

The Affordable Housing Plan was derived through considerable input from public officials, public and private social service agencies, and other persons with an interest in housing issues. Also considered were the needs of the various household types and income strata, racial and ethnic minorities and those meeting the Federal priorities who would be considered as having the “worst case”-housing situation.

Groups and individuals consulted were asked to indicate the target populations they serve, the services they provide and to prioritize activities for the population that they serve. The information was assessed to determine the strengths and gaps in the institutional structure.

Other considerations were 1) the state of the County's housing stock: its condition, cost, size, distribution; 2) the needs of the County's households: those not being well served by the housing supply; 3) the capacity to meet housing needs, and 4) the resources which the County realistically anticipates receiving to address housing needs.

i. Rental Housing Priority

Based on the housing assistance needs data provided by HUD, 35% of low-income County residents experience housing problems. However, the following household types were identified as having the most severe rental housing needs:

- Elderly and extra elderly households with incomes between 0-50% of MFI

- Small households with incomes between 0-50% of MFI
- Large households with incomes between 0-30% of MFI

Basis for Assigning Priority

Over sixty percent of the low-income renters have a housing problem. Among household types, elderly and extra elderly renters have the greatest number with housing problems. More than 6800 elderly/extra elderly households report any housing problem. Finally, proportionally, extremely low-income large households have the greatest percentage (65%) with housing problems

Among renter units, over half that are affordable to low income households are estimated to be at highest risk for lead-based paint hazards.

Demand for assisted rental housing is also high. There are over 3,000 persons on DCHA's Section 8 wait list, which translates to more than a five-year wait for some applicants.

To address these identified needs, Delaware County has established housing Objectives as follows.

Objective 1: Expand affordable housing stock for low-income rental households

Objective 2: Improve the existing affordable housing stock for low-income rental households

Strategy

Delaware County will continue to use multiple funding sources to expand and improve the existing affordable housing stock the Housing Development Fund (HDF) Program. Funding sources to be used include County HOME and NSP as well as other sources such as FHLB, PA State Department of Community and Economic Development, LIHTC, and PHFA PennHOMES. Funding preference will be given to projects that create units affordable to small and/or elderly households earning <50% MFI with adequate security provisions, access to amenities and services. To serve the lowest income households the County will, consider use of Tenant Based Rental Assistance (TBRA) or increasing the per unit subsidy.

DCHA will continue with its plan for Public Housing Modernization and Major Rehabilitation. DCHA will also use Public Housing Capital funds to continue with maintaining and modernizing several of its community residences.

Obstacles:

- Limited supply of available, affordable, suitable land
- Cost for lead-based paint treatment increases the total cost of rehabilitation per unit, decreasing the number of housing units that are rehabilitated on an annual basis
- Needs exceed funds available

3-Year Proposed Accomplishments

- Through the HDF, Delaware County intends to create a minimum of 100 decent, safe and affordable housing units

- Public Housing Modernization and Major Rehabilitation will create 128 rental units including 51 LIHTC rental units with project-based certificates and 77 public housing units. Other projects include - construction of a maintenance building at Kinder Park, and possibly the major rehabilitation of the existing Lincoln Park Homes (35 units) and the total rehabilitation of Greenhill Court Apartments.

ii. Owner Housing Priorities

Based on the housing assistance needs data provided by HUD, the following household types were identified as having the most severe homeowner housing problems:

- All homeowners with incomes between 0-80% of MFI
- Low-income black and Hispanic homeowners
- Elderly and extra elderly households with incomes between 0-50% of MFI

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Basis for Assigning Priority

About two-thirds of the housing in Delaware County is over 40 years old and 20 percent of the housing was constructed prior to 1940. Municipalities with the highest percentage of older units are the Revitalization Communities, the first generation suburbs located in the eastern and southern portion of the County. The same communities are where the majority of the County's low-income households reside. Over half of the County's low-income owners have a housing problem. Elderly (including extra elderly) households have the greatest percentage with housing problems.

Demand for rehabilitation among low-income households remains high. As of January 2010 there were 214 households on the wait list for the County's Housing Rehabilitation Program.

The Countywide rate of homeownership remains high. Rates by municipality, however, vary substantially. The lowest rates are found in the Revitalization Communities, which have the highest percentages of low-income households. Larger percentages of minority households also reside in these Communities.

Housing prices in much of eastern Delaware County have a monthly payment that is affordable, and in fact comparable, to renting a unit.

Expanding homeownership among low-income households, particularly among those residing in the Revitalization Communities, will boost neighborhoods in support of community revitalization. Expanding homeownership among low-income households will also support expanded ownership among minority households.

To address these identified needs, Delaware County has established housing Objectives as follows.

Objective 1: Expand affordable housing stock for low-income owner households

Objective 2: Improve the existing affordable housing stock for low-income owner households

Objective 3: Expand home ownership among low-income households

Strategy

Delaware County will continue its **Owner Occupied Housing Rehabilitation Program**. This Program to assist homeowners with financial assistance for major system repairs for owner-occupied single-family housing, including Lead Based Paint treatment. Assistance is available in the form of a zero percent-deferred payment loan that is not payable until the house is sold or transferred. In Revitalization communities, loan provisions are waived if participants remain in their home for 5 years.

Delaware County will continue to use multiple funding sources to expand and improve the existing affordable housing stock the **Housing Development Fund (HDF) Program**. Funding sources to be used include County HOME, AHF and other sources such as FHLB, PA State Department of Community and Economic Development and PHFA resources.

Homeownership Down Payment and Closing Cost assistance will be provided through funding of the County's **Homeownership First Program**. The primary resource for funding the program is the HOME Program. To assist low income households with becoming successful homeowners, all households receiving assistance from the Homeownership First Program must complete pre-purchase counseling sessions. The primary beneficiaries will be households with income between 51 to 80 percent of MFI followed by those with income between 31 to 50 percent of MFI. Households with income at or below 30 percent of MFI have great difficulty meeting principal, interest, taxes, and insurance (PITI), which comprise a mortgage payment.

Obstacles

- Limited supply of available, affordable, suitable land
- Cost for lead-based paint treatment increases the total cost of rehabilitation per unit, decreasing the number of housing units that are rehabilitated on an annual basis
- Demand for owner occupied housing rehabilitation funding that greatly exceeds the available financial resources.
- Cost for lead-based paint treatment increases the total cost of rehabilitation per unit, decreasing the number of housing units that are rehabilitated on an annual basis
- Many homes affordable to low income households require minor to major repairs to make them habitable. The repairs generally need to be funded at the time of purchase adding to the expense of first time homeownership
- Poor or unacceptable credit histories of applicants, poor records of employment among applicants, lack of adequate budget and credit counseling for prospective homebuyers to assist them in maintaining their homeownership status

3 Year Proposed Accomplishments

- The Housing Rehabilitation Program will assist up to 30 households
- The HDF Program will create up to 9 units
- 90 First Time Homebuyers will be provided down payment, closing cost and homebuyer counseling assistance

In recognition of the need for affordable housing, Delaware County will also consider certifications of consistency by other entities for Federal assistance as follows.

The Low-income Housing Preservation Program - created to maintain units in the assisted housing inventory after the initial contract period with HUD expires or is terminated by early completion of the terms of the mortgage.

Shelter Plus Care (S+C) - rental assistance in association with supportive housing for the disabled homeless.

Supportive Housing Program (SHP) – funding for the development of housing and supportive services for homeless households. Funds may be used for rental assistance.

Section 8 Moderate Rehabilitation/SRO - rental assistance in association with rehabilitation of SRO's for the homeless.

Section 8 Family Unification Program – rental assistance to households whose lack of adequate housing is a primary cause of separation or imminent separation of a child or children from their families.

Section 8 Mainstream Program – rental assistance for persons with disabilities.

Housing Opportunities for Persons with AIDS (HOPWA) - rental assistance in association with the development of supportive housing for persons with AIDS and related diseases and their families.

**Table IV-1
HUD Table 2A – Housing Priority Needs**

Households by Type and Income Group		Priority Need Level		Unmet Need (1)	Proposed Accomplishments
Renter	Small Related	0-30%	H	1,439	
		31-50%	H	1,338	
		51-80%	M	858	
	Large Related	0-30%	H	434	
		31-50%	M	279	
		51-80%	M	209	
	Elderly	0-30%	H	1,743	
		31-50%	H	1,468	
		51-80%	M	814	
	All Other	0-30%	M	1,714	
		31-50%	M	1,239	
		51-80%	M	832	
Owner	0-30%	H	4,589	5	
	31-50%	H	4,631	10	
	51-80%	H	5,915	15	
Home Purchasers (2)	0-30%	M	(2)		
	31-50%	H	(2)		
	51-80%	H	(2)		
Special Needs	0-80%	H	3,517		
Total Goals					

Total 215 Goals	
Total 215 Renter Goals	
Total 215 Owner Goals	

- (1) Unmet Need for Urban County derived from CHAS Data 2000 prepared by HUD.
- (2) Home purchasers are renters and Unmet Need is counted with renters.

Draft

C. Homeless

The Delaware County Homeless Services Coalition (HSC) includes over 90 members representing nonprofit organizations, local government, the business community, funding entities, homeless or formerly homeless individuals as well as providers of homeless services. The HSC serves to coordinate service delivery, identify service needs and barriers, plan service expansion and provide forums for communication among service providers.

Annually the HSC, in conjunction with the Delaware County Offices of Adult Services, Behavioral Health and Housing and Community Development, prepares a Continuum of Care document that provides on-going guidance for the efforts of the Coalition and its member agencies. The document, as well as the process of preparing it, serves as the cornerstone of Delaware County applications to HUD for McKinney Continuum of Care (CoC) homeless assistance funding. The document fully describes Delaware County's Continuum of Care system and includes information regarding the institutional structure for the delivery of homeless services, the needs of the homeless, housing and services currently in place, funding sources utilized, as well as strategies for the general homeless population and the chronic homeless population. Also included in the CoC document, attached as **Appendix**, is the Discharge Coordination Policy, which outlines the efforts of the County to plan for the discharge of persons from both State and County institutions such as correctional facilities, State hospitals and foster care systems.

i. Emergency Shelter and Support Priority

The County, in conjunction with the Homeless Services Coalition, will maintain an ongoing planning and coordination process for the Continuum of Care for the next three years. The process, at a minimum, will result in annual applications to HUD for McKinney/Continuum of Care (CoC) and/or Hearth Act funding. The County is also committed to providing the required match for existing McKinney/Continuum of Care projects, as funds are available.

Basis for Assigning Priority

The strategic plan for addressing homelessness in the County is based upon an analysis of the needs presented in Section 2C, which were derived from the following sources.

- Delaware County Continuum of Care/Gaps Analysis.
- Homeless Services Coalition Survey
- Homeless Services Coalition Committees

To address the identified needs, Delaware County has established the following objective:

Objective 1: Provide shelter and supportive services, to the homeless through a comprehensive continuum of care system that fosters self-sufficiency

Strategy

Delaware County will continue to support outreach, intake and assessment services to homeless or near homeless households to ensure that households are accessing the appropriate services. CDBG, ESG, McKinney/COC/Hearth Act and/or other federal and non-federal resources will be utilized to provide these services

The County will continue to provide CDBG, ESG and/or other leveraged federal or non-federal funding for Homeless Shelter Operations. McKinney/COC/Hearth Act resources may also be leveraged. Given the increasing costs of providing shelter, additional non-traditional sources of funds for shelter operations will be examined and pursued.

Obstacles

- Limitations on the use of ESG funding for staffing costs
- Limitations on the use of CDBG funding for public services
- Limitations on the use and lack of availability of McKinney/Continuum of Care (CoC) funding
- Unknown impact of new Hearth Act funding

Draft

3-Year Proposed Accomplishments

- Over the next five years it is projected that up to 1,250 households will receive shelter and counseling services through CDBG and ESG program funding
- Through HPRP program funding, the following accomplishments are expected in assisting homeless persons:
 - 40 households will be provided rental assistance
 - 12 households will receive security and utility deposit funding
 - 31 households will receive assistance with utility payments
 - 50 households will be provided case management services
 - Outreach and engagement will be provided to 350 households
 - Housing search and placement will be provided to 30 households
 - 12 households will be assisted with legal services related to resolving their homeless situation

ii. Assistance for Those Threatened with Homelessness Priority

The County, in conjunction with the Homeless Services Coalition, will maintain an ongoing planning and coordination process for the Continuum of Care for the next three years. The process, at a minimum, will result in annual applications to HUD for McKinney/Continuum of Care (CoC) and/or Hearth Act funding. The County is also committed to providing the required match for existing McKinney/Continuum of Care projects, as funds are available.

Basis for Assigning Priority

The strategic plan for addressing homelessness in the County is based upon an analysis of the needs presented in Section 2C, which were derived from the following sources.

- Delaware County Continuum of Care/Gaps Analysis.
- Homeless Services Coalition Survey
- Homeless Services Coalition Committees

To address the identified needs, Delaware County has established the following objective:

Objective 2: Provide housing assistance and supportive services to those threatened with homelessness to enable them to remain successfully in their homes

Strategy

The County will continue to provide funds for homeless prevention activities through the Homeless Prevention and Rapid Re-housing Program. Both federal and state pass through funds will be utilized.

Obstacles

Limitations on the use of ESG funding for homeless prevention

Unknown impact of new Hearth Act funding

Effects of changing economic conditions of families in the County

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3-Year Proposed Accomplishments (HPRP funding)

- 120 households will be provided rental assistance
- 38 households will receive security and utility deposit funding
- 95 households will receive assistance with utility payments
- 150 households will be provide case management services to stabilize housing
- Outreach and engagement will be provided to 350 households
- Housing search and placement will be provided to 23 households
- 23 households will be assisted with legal services related to preserving their housing situation

D. Other Special Needs Priority

Delaware County has given high priorities to housing needs for elderly, frail elderly, persons with severe mental illness, developmentally disabled, physically disabled, alcohol/other drug addicted, persons with HIV/AIDS and their families, and public housing residents. Supportive service needs are given medium priority.

To address the priorities, the County has established the following objectives and strategies for achieving the objectives.

Objective 4: Provide supportive housing and services for persons with special needs.

Basis for Assigning Priority

Part II of this ~~ConPlan~~ reports on needs, which were collected through extensive outreach to services providers. Because the service providers did not always quantify unmet needs the information was supplemented through the use of census indicators including CHAS Data 2000 and ACS updates issued in 2009.

Within Delaware County there are individuals and families with special needs, such as the elderly and frail elderly, persons with severe mental illness, persons with mental retardation, persons with drug and/or alcohol addictions, persons with AIDS and related diseases, the physically disabled, youth in danger of separation from their families and youth aging out of foster care who require supportive housing. In addition to housing assistance, supportive housing provides a range of services that are integral to the ability of persons with special needs to transition to independent, community living.

Strategy

For persons with physical disabilities OHCD will continue to support operation of the **Delaware County Access Program** providing accessibility modifications for low-income homeowners and renters with physical and sensory disabilities. For the elderly and frail elderly the Delaware County will revive its Senior Minor Repairs Program for low-income homeowners, using AHF resources.

- Delaware County will use HOME funds to capitalize its **Housing Development Fund (HDF)**, supporting efforts to create new affordable housing units via rehabilitation or new construction. Preference will be given for the development of rental units with supportive services for seniors 75 and over. OHCD will also consider the use of TBRA for HDF projects targeted to households with incomes from 0 to 30 percent of MFI including those with special needs.

- The County shall encourage non-profit organizations and for-profit developers who propose to develop affordable housing to set-aside some units in projects for occupancy by special needs populations. It is anticipated that this action would assist in creating additional quality, affordable transitional and permanent housing units across Delaware County.

Obstacles

- Lack of adequate resources to address rental assistance subsidy needs.

- Lack of available affordable housing rental stock for households between 0 and 30 percent of MFI
- A “Not in my Back Yard” (NIMBY) attitude among municipalities and County residents
- State funding availability to continue and expand existing programs

3-Year Proposed Accomplishments

- Using AHF and State PAHP monies, it is anticipated that 30 households with physical and sensory disabilities will be assisted over the next three years.
- It is projected that a minimum of 30 elderly households will be assisted via an emergency repair program for homeowners with County resources
- The development of 10 rental units with supportive services for seniors 75 and over or with special needs through the HOME funded HDF.

E. Non-housing Community Development

The non-housing Community Development Plan has been prepared based on needs, which were determined through an analysis of the following information.

- Action plans completed for the 29 Revitalization Communities. The action plans provide a blueprint for activities to be completed in the communities in support of revitalization. The bottom-up approach to the development of these plans resulted in documents that reflect citizen values. The plans were updated by the community task forces in 2009.
- Public comment received over the last five years relative to CDBG program activities and needs.
- Review of previous five year funding requests received from non-profit organizations and participating municipal jurisdictions.
- Numerous special studies and reports concerning the infrastructure, environmental, historic, economic development and transportation need, both local and regional.
- Consultation with municipal engineers and local officials most familiar with public facility and infrastructure deficiencies in the County's low and moderate-income neighborhoods.
- Review of existing programs and services already available to County residents.

Using HUD Table 2B, Table X identifies the community development priority needs that Delaware County will strive to address over the next three years. The following provides a review of the objectives that the priorities will help to achieve. It should be noted that there are instances where recognized high priority needs have been assigned low priority. These instances reflect the current availability of alternative funding resources for those needs; allocation of CDBG funds to those alternatively supported need categories decreases funding available for those under-served needs that have no such other capital resources. Also, it is not possible to realistically identify unmet need, dollars to address need, and goals for all known needs, particularly those that have been assigned a medium priority.

i. **Infrastructure Priority**

Basis for Assigning Priority

Particularly in the Revitalization Communities, the infrastructure is dated and in need of repair and upgrading. There also is the need for maintenance of infrastructure to avoid neglect that will result in costly future replacement. Maintaining and improving the infrastructure is important in support of the long-term viability of the communities as a place to live, operate a business, and to work.

Objective 1: Improve and maintain infrastructure

Strategy

Delaware County will continue to support the following activities through the CDBG Program:

Water and Sewer Improvements are needed to eliminate inflow and infiltration, to separate systems, to ensure fire safety by adequate flows and hydrants, and provide continued water and sewer services to the community. Water and sewer improvements will support property investment, improved health and safety, and economic revitalization in the Revitalization

Communities. During 2005 to 2009, municipalities applied for more than \$13.5 million in water and sewer improvements; by far the greatest recognized municipal need.

Heavily traveled streets continue to warrant **Street and Sidewalk Improvements** to ensure safety and access. Improved sidewalks are important to ensuring pedestrian safety and also support alternative means of transportation. More than 68 applications totaling \$10.8 million were submitted in the prior five-year period.

Flood Drain Improvements are increasingly necessary due to the highly developed nature of portions of the County. Elimination of flooding is important to health and safety and provides an environment for improved economic conditions. There are ongoing planning efforts to address flooding issues, however, there is an immediate need to address flooding conditions with repair and construction of infrastructure. This is evidenced by the three applications filed for assistance during the previous five-year period.

ii. **Public Facility Priority**

Basis for Assigning Priority

Public facilities in Delaware County are important to improving the quality of life by supporting the need for open space and recreational facilities in the urban setting, providing spaces for provision of services, and holding of events that bring the community together.

Objective 2: Support improvements to or construction of public facilities

Strategy

Creating and improving **Parks and Recreational Spaces** provides relief from the highly developed setting. The need for parks and recreational facilities has been documented through an inventory of parkland completed by the Delaware County Planning Department in 1995 (updated 2000, 2006). Applying regional standards for parklands based on population density established by the Delaware Valley Regional Planning Commission against the inventory finds that a number of the municipalities lack sufficient park space. Although the acreage and number of parks are important factors in evaluation, the type of park (i.e. neighborhood, community, regional) and their spacing have become focal points in the Draft Delaware County Open Space and Recreation Plan due to lack of acreage available for preservation of new parklands. The Revitalization Plans identify the need for improved facilities within existing parks, access to the Delaware River waterfront, and linear spaces for walking and bicycling. The ability of residents to access existing parklands, preferably through regional and local greenways, and rehabilitation/upgrade of recreational equipment has become priorities. In the prior five-year period (2005 to 2009) 37 applications for park improvements, requesting \$3.1 million in assistance were filed.

Almost 16 percent of the County's population is age 65 and over. As the County's population ages, the need to provide **Senior Centers** will also increase. The need is especially apparent in the older, settled Boroughs and Townships where elderly householders have remained in place as their offspring have established their own households in newly developing areas. The Delaware County Office of Services for the Aging (COSA) provides funding for 10 senior community centers located throughout the County. During 2005 to 2009 two applications totaling \$173,000 were filed for improvements to existing senior centers.

There remains on-going demand for **Neighborhood Facilities** to hold activities and events and to conduct services in central visible locations. As an older area, existing neighborhood facilities continue to need major system repairs to avoid long-term neglect. The existing facilities also need ADA improvements to ensure ease of access by the elderly and disabled. 10 applications totaling approximately \$1 million were filed for neighborhood facilities over the last five years.

Safe and adequate facilities for youth and youth groups to meet. While multipurpose structures often are available for youth activities, there is a need for separate **Youth Centers** to be available. Municipalities have expressed a need to create recreational centers for the County's youth and non-profits continue to seek space to house the youth services they provide.

Parking Facilities, particularly in the older settled communities is lacking, insufficient, or poorly designed. Parking remains a need as evidenced by the submission of five applications for funding from 2005 to 2009, as well as other special studies.

The old industrial base that contributed to the growth of the County has left contaminated sites. **Clean-up of Contaminated Sites** supports opportunities for economic revitalization and creates opportunities for new housing.

The County's rich heritage is reflected in the historic character of its buildings, landscapes, neighborhoods, and archaeological resources. Continued aid is needed for Historic Preservation activities to halt loses of resources that contribute to the diversity of the community and tell its story. In reviewing past applications for CDBG funding, 28 requests were received totaling \$4.2 million.

iii. **Public Service Priority**

Basis for Assigning Priority

There are varied public services available in the community to address service needs. There continues to be service needs that are important to the long-term ability of persons to sustain themselves and in support of their health and safety. Within the County there is a network of social service agencies that provide service and training for senior citizens, youth, disabled persons, battered spouses, and abused children. The County will prioritize its limited public services dollars available to those areas as significant gaps are identified.

Objective 4: Support Vital Public Services

Strategy

There are very limited resources available for Operation of Emergency shelters. Without CDBG funds, shelters may have to severely reduce the number of persons they assist or close. Loss of the shelters removes the last safety net for the most at-risk persons in the community.

iv. Economic Development Priority

Basis for Assigning Priority

Economic development will continue to be important to the overall revitalization of the community

Objective 8: Support for economic development and creation of decent jobs.

Strategy

No activities have been given high or medium priorities reflecting the availability of alternative funding resources other than CDBG for those needs.

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v. Blight Removal

Basis for Assigning Priority

Neglected structures create health and safety hazards. They also hinder investment. In support of improved use and enjoyment of public facilities, infrastructure, and over all revitalization of the community, the County recognizes elimination of blight through acquisition and demolition of structures, as a tool in community development.

Objective 9: Sustain community revitalization through removal of blight.

Strategy

Vacant, blighted, buildings not suitable for rehabilitation pose a threat to the health, safety and welfare of residents, making Demolition and Clearance the only option. Twelve structures have been demolished in the prior five-year period. Elimination of blight through demolition will continue to be an important strategy in support of community revitalization.

vi. Planning/Administration

Basis for Assigning Priority

On-going planning is needed to ensure efficiency in administration of programs, coordination of resources, and proper management in agreement with regulations. Community planning will also continue to be a need in support of revitalization, particularly in the Revitalization Communities.

Objective 10: Support planning and administration of community development

Strategy

Successful grant management requires day-to-day Administration of the County's Entitlement Program ensuring timeliness, compliance with regulations, technical assistance to sub-recipients, leveraging resources, conducting outreach and education, and monitoring.

On-going Community Planning to establish community development plans, functional plans, the County Comprehensive Plan, Revitalization Action Plans,

and infrastructure plans. Also, as a complement to non-residential historic preservation, the County also recognizes the need for historic preservation planning by encouraging and assisting local municipalities in developing effective methods for protecting their historic resources.

The County completed a Fair Housing Action Plan, dated December 2007, to prioritize actions to be taken in response to the impediments to fair housing choice in Delaware County, as identified through an Analysis of Impediments conducted July 2006 to June 2007. Services to implement Fair Housing Planning will be funded. On-going activities include seminars, educational materials and newsletters, coordination of the Delaware County Fair Housing Task Force and the Predatory Lending Education Initiative.

Draft

Obstacles

In support of implementation of community development plans, Delaware County has used its HUD entitlement funds to institute its objectives. The County has continuously sought public and private resources to leverage its entitlement funds in assisting with implementation of policies and programs to fulfill the vision. Despite the available resources, obstacles remain in achieving the goals as follows:

- Decreased entitlement resources
- Increasing costs to complete projects
- Fragmented approach to local planning and lack of coordination in addressing infrastructure needs
- Lack of inter-municipal communication in addressing public facility needs
- Legal framework to acquire and demolish/rehabilitate abandoned buildings is complex and expensive

Table X
HUD Table 2B – Community Development Priority Needs

Community Development Needs	Priority Need Level High, Medium, Low, No Such Need	3 Year Proposed Accomplishments
Public Facility Needs (projects)		
Senior Centers	M	2
Homeless Facilities	H	1
Youth Centers	M	2
Neighborhood Facilities	M	3
Parks and/or Recreation Facilities	H	16
Parking Facilities	M	1
Non-Residential Historic Preservation	M	6
Clean-up contaminated sites	M	1
Fire Stations/Equipment	L	0
Infrastructure (projects)		
Water/Sewer Improvements	H	24
Street and Sidewalk Improvements	H	16
Flood Drain Improvements	H	1
Public Service Needs (people)		
Shelter Operations	H	3,000
Senior Services	L	0
Handicapped Services	M	N/A
Youth Services	L	0
Child Care Services	L	0
Transportation Services	L	0
Substance Abuse Services	L	0
Employment Training	M	0
Lead Hazard Screening	M	0
Crime Awareness / Public Safety	M	0
Fair Housing	H	600
Housing		
Rehab; Single-Unit Residential	H	30

Economic Development		
Assistance to For-Profits	L	0
Technical Assistance (businesses)	L	0
Micro-Enterprise Assistance businesses)	L	0
Rehab; Commercial/Industrial (projects)	L	0
C/I* Infrastructure Development (projects)	L	0
Draft		
Blight Removal		
Building Demolition/Clearance	H	N/A
Code Enforcement	M	N/A
Planning		
Planning	M	N/A
Community Planning	M	N/A

F. Performance Measures

HUD regulations require grant recipients to identify proposed accomplishments and outcomes for each activity undertaken, in qualitative terms. Delaware County has established the following Performance Measurement Standards.

PERFORMANCE MEASUREMENT STANDARDS MATRIX

Outcomes → Objectives ↓	Availability/ Accessibility	Affordability	Sustainability
Suitable Living Environment	Enhance suitable living environment through improved/ new accessibility	Enhance suitable living environment through improved/ new affordability	Enhance suitable living environment through improved/ new sustainability
Decent Housing	Create decent housing with improved/ new availability	Create decent housing with improved/ new affordability	Create decent housing with improved/ new sustainability
Economic Opportunity	Provide economic opportunity through improved/ new accessibility	Provide economic opportunity through improved/ new affordability	Provide economic opportunity through improved/ new sustainability

MATRIX DEFINITIONS

Objectives:

Suitable Living Environment: Address activities that are designed to benefit communities, families, or individuals by addressing issues in their living environment.

Decent Housing: These activities cover the wide range of housing possible under HOME, CDBG or ESG. This objective focuses on housing programs where the purpose of the program is to meet individual family or community needs and not programs where housing is an element of a larger effort, since such programs would be more appropriately reported under Suitable Living Environment.

Creating Economic Opportunities: This objective applies to the types of activities related to economic development, commercial revitalization, or job creation.

Outcomes:

Availability/Accessibility: Applies to activities that make services, infrastructure, public services, public facilities, housing, or shelter available or accessible to low-and moderate-income people, including persons with disabilities. In this category, accessibility does not refer only to physical barriers, but also to making the affordable basics of daily living available and accessible to low and moderate income people where they live.

Affordability: Applies to activities that provide affordability in a variety of ways in the lives of low- and moderate-income people. It can include the creation or maintenance of affordable housing, basic infrastructure hook-ups, or services such as transportation or day care.

Sustainability: Promoting Livable or Viable Communities: Applies to projects where activities are aimed at improving communities or neighborhoods, helping to make them livable or viable by providing benefit to persons of low- and moderate-income or by removing or eliminating slums or blighted areas, through multiple activities or services that sustain communities or neighborhoods.

G. Strategy To Remove Barriers To Affordable Housing

Given the existing structure of governmental responsibility with Pennsylvania, regulatory barriers, which are often a product of social barriers, are more difficult to address. As highlighted in the previous Consolidated Plan (July 1, 2000—June 30, 2005), townships and boroughs are granted nearly autonomous control to plan for and regulate their own jurisdictional developments through zoning, subdivision, and land development ordinances. If unduly restrictive, these regulations may play a significant role in impeding the development of affordable housing. The present array of municipal growth management tools adds to the cost of housing by reducing the number of units that can be built on site, by creating the need for expensive professional consultants, and extending the time needed to obtain approval.

Although the County is relegated to an advisory role in the land development process, it has worked, through the Delaware County Planning Department (DCPD), to promote policy changes at the local level that will create a regulatory environment more conducive to the development of affordable housing. Through subdivision and land development plan review, DCPD suggests alternatives to conventional site design, including the employment of a perpendicular street layout instead of curvilinear, the connection of new streets to existing cul-de-sacs in abutting developments, and where feasible, the promotion of innovative development standards to minimize excessive subdivision requirements and costs. Through zoning and subdivision ordinance review, DCPD has advised municipalities against using language and term definitions that may prove to be unduly restrictive. All ordinances reviewed are evaluated for compliance with the Fair Housing Act of 1988. DCPD encourages municipalities to provide for all housing types, as required by the PA Municipalities Planning Code and the Fair Housing Act of 1988, when it reviews and suggests amendments to the municipality's comprehensive plan.

On an ongoing basis, the County provides funding for down payment and closing costs assistance to enable low and moderate-income households through the Homeownership First Program to purchase a home in the Urban County. The County also funds annually the development of rental units for low-income households through the Housing Development Fund. OHCD administers both these programs.

H. Lead-Based Paint Hazard Reduction Plan

The goal of the County's five-year consolidated plan is to reduce lead-based paint hazards in HUD funded activities 1) where lead paint is disturbed when rehabilitation occurs, or 2)

when deteriorated paint is observed in a property to be purchased by a first-time homebuyer assisted with down payment and closing costs.

Lead Hazard Reduction In Rehabilitation Programs

To address lead-based paint hazards and to be consistent with HUD's revised lead-based paint regulations at 24 CFR 35, the County's Housing Rehabilitation Program policies and procedures now include the following lead-based paint protective measures.

When paint is disturbed in the course of non-emergency rehabilitation work in properties constructed prior to January 1, 1978, the Delaware County Housing Rehabilitation Program (DCHRP) will only have a qualified contractor perform lead hazard reduction activities. The contractor qualified to perform such work must employ a certified lead-based paint abatement supervisor, or have employees certified in lead-based paint abatement. The interim controls performed by this contractor could include paint stabilization, treatment of friction and impact surfaces, treatment of chewable surfaces, and lead contaminated dust control on horizontal surfaces.

Where emergency work is completed, the Program must protect the occupants from exposure to lead in dust and debris generated to the maximum extent practicable. An emergency home repair addresses a condition where, if not promptly corrected, a threat to health and safety exists or irreversible structural damage will occur. The damage must be of recent discovery by the homeowner. Examples could include:

- heater system replacement during the heating season;
- repair of plumbing system failures such as leaking water pipes, or cracked potable water or sanitary lines;
- correction of electrical deficiencies that could result in shock or fire; or
- repair or replacement of a leaking roof that is causing structural damage to the property.

There will be a separate list of pre-qualified, lead hazard reduction contractors to perform lead hazard reduction activities and perform lead dust clean-ups of pre-1978 units when paint is disturbed during the rehabilitation process involving non-emergency repairs. Certified testing companies shall perform a pre-rehabilitation risk assessment for lead-based paint hazards and a post-rehabilitation clearance test for lead dust hazards on all pre-1978 units where the non-emergency rehabilitation work disturbs a painted surface. The risk assessment determines the presence of lead-based paint hazards in the property while the post rehabilitation clearance test confirms that no lead dust hazards remain in the property. The lead hazard reduction services performed where non-emergency work occurs may cause the occupants to be absent from the residence for one to three days depending on the magnitude of the lead hazard reduction services required. The following situations would cause the need for the household members to temporarily leave the property:

- Utilities such as water, electricity, and gas are turned off for periods exceeding eight hours.
- Rehabilitation takes place in the kitchen or only available bathroom.
- Extensive rehabilitation occurs in several rooms requiring several days work.
- A child under six years old occupies the home.
- Occupants cannot be prevented from entering the work site after hours.
- Debris and dust cannot be contained in the work site and may spread to occupied areas.

The table below describes the standard of care needed in a given situation:

Date of Construction and Type of Construction Work Performed	Type of Notice Required	Type of Contractor	Lead Safe Work Practices Needed	Lead Hazard Testing Performed
House constructed after January 1, 1978	No notice required	Use standard contractor	None needed	None needed
House constructed prior to January 1, 1978				
No paint surfaces disturbed	Lead-hazard information Pamphlet to owner	Use standard contractor	None needed	None needed
Emergency work performed	Lead-hazard information Pamphlet to owner	Use standard contractor	The Program must protect the occupants from exposure to lead in dust and debris generated to the maximum extent practicable	None needed
Paint disturbed in the course of rehabilitation where rehabilitation amount per unit \leq \$5,000	Lead-hazard information Pamphlet to owner Notices to owner of Lead Hazard Evaluation, Reduction (After reduction work occurs), and Clearance	Use standard contractor who repairs paint surfaces disturbed during rehabilitation	Follow Safe Work Practices (See definition below)	Paint Testing prior to work beginning (optional) and Clearance of work site upon completion of work
Paint disturbed in the course of rehabilitation where rehabilitation amount per unit $>$	Lead-hazard information Pamphlet to owner	Use qualified lead hazard reduction contractor who uses Interim Controls (See definition below)	Follow Safe Work Practices (See definition below)	Paint Testing and Risk Assessment prior to work beginning

\$5,000 and < \$25,000	Notices to owner of Lead Hazard Evaluation, Reduction (After reduction work occurs), and Clearance			and Clearance of unit upon completion of work
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Interim Controls: "Interim Controls" means a set of measures designed to temporarily reduce human exposure or likely exposure to lead-based paint hazards, including specialized cleaning, repairs, maintenance, painting, temporary containment, ongoing monitoring of lead-based paint hazards or potential hazards, and the establishment and operation of management and resident education programs.

Safe Work Practices: "Safe Work Practices" minimize the dust and control the spread of paint chips and include the following examples: wet scraping, wet sanding, chemical stripping off site, replacing painted components, High Efficiency Particulate Accumulator (HEPA) vacuum sanding, HEPA vacuum needle gun, or abrasive sanding with HEPA vacuum.

Please note that where the risk assessment identifies the need for interim controls, those interim controls have to be completed on the property and are not optional.

Rental units developed through the County's Housing Development Fund (HDF) will also comply with the above-mentioned lead hazard reduction requirements.

Lead Hazard Reduction In Homeownership Programs

OHCD modified the County's Homeownership First Program to comply with the revised Lead-Based Paint regulations that took effect on September 15, 2000. Properties that have deteriorated interior or exterior painted surfaces are no longer eligible to be purchased by first-time homebuyers participating in the Delaware County Homeownership First Program. The regulations at 24 CFR 35 define deteriorated paint as "any interior or exterior paint or other coating that is peeling, chipping, chalking or cracking, or any paint or coating located on an interior or exterior surface or fixture that is otherwise damaged or separated from the substrate." If a house identified for purchase was built prior to 1978, a visual inspection for "defective paint surfaces", defined as, any intact and non-intact interior and exterior painted surfaces of a residential structure on which the paint is cracking, scaling, chipping, peeling, or loose, must be conducted as a component of the home inspection. If "defective paint surfaces" are identified, the property is no longer considered eligible for purchase via the Homeownership First Program. The only exception is when the defective paint surfaces are localized in one small area (less than 25 square feet) and the seller agrees, at their expense, to have that area tested for lead-based paint by a certified lead-based paint inspector or risk assessor. If the paint is determined to contain no lead or an amount of lead below the HUD prescribed levels, then the seller may, at their expense, repair the defective paint surfaces prior to settlement. A re-inspection of the property shall be conducted by the home inspector prior to settlement to ensure that any and all HQS failing items, including defective paint surfaces, are properly corrected.

Public Information And Education

Local public information campaigns can alert families in pre-1978 housing to the dangers of lead poisoning, provide advice on home maintenance and nutrition and suggest ways to reduce their children's' exposure to lead hazards. Information should focus on practical, effective ways to protect young children including thorough wet cleaning of floors, window wells, and other flat surfaces in the home with high phosphate detergent solutions, frequent hand washing and use of pacifiers for young children (however, emphasizing that caution should be exercised in the use of pacifiers – should the pacifier touch the ground, as it is prone to do, it may pick up lead dust and act the same as their fingers in their mouth). Such educational materials could be included in existing tenant handbooks and through information published by the County of Delaware Intercommunity Health Coordinator.

Education alone will not prevent childhood poisoning in housing units with deteriorating lead-based paint or excessive levels of lead in household dust or soil. However, it can help parents reduce the likelihood of severe poisoning and alert them to demand that their landlords take actions to make their housing units more lead-safe.

The Pennsylvania Department of Health's Delaware County State Health Center makes visits to households with children that tested positive for elevated blood levels. These visits provided environmental testing and assessments of lead hazards in the house, in addition to educational counseling regarding LBP hazards. The Center distributed educational information from their office and at County Health Fairs.

Delaware County's Intercommunity Health Coordination Department, which is funded by Delaware County general revenue, has developed several avenues for lead poisoning prevention education. In 1996, the staff constructed a Lead Poisoning Prevention Dollhouse to educate both parents and children about the dangers of lead. Elementary schools and libraries throughout the County have displayed this dollhouse and used it as a valuable visual aid in providing educational programs regarding lead poisoning prevention. In addition, Intercommunity Health Coordination has developed several lead poisoning prevention brochures targeted to parents, educators and children. The staff also distributes information on lead-based paint hazards and prevention techniques at various health fairs and public events throughout the County.

I. Anti-Poverty Strategy

Poverty is a function of income, which is related to education, job training and employment. Delaware County remains committed to addressing the needs of its citizens who live at or below the poverty level. It is also recognized that the presence of poverty and the related social and economic problems are a destabilizing element in some neighborhoods.

Delaware County has designated the Community Action Agency of Delaware County (CAADC) as its official anti-poverty agency. CAADC provides rent assistance, utility assistance, case management and counseling services to assist with financial management and benefit entitlement assistance, home weatherization to reduce utility costs, a Shallow Rent Program, lease/purchase program, furniture and household goods, a Family Savings Account Program, child care, job training, and other varied programs that empower low income households assisting them to develop skills for independent living. CAADC and its affiliates operate four homeless shelters and approximately 300 beds of transitional housing.

In addition to CAADC's efforts, annually Delaware County provides CDBG funds to public service agencies to assist households below the poverty level with services. The County will continue to work with service providers to pursue resources and innovative partnerships to support the development of affordable housing, rental assistance, homelessness prevention, emergency food and shelter, health care, children's services, job training, and employment development.

The County, in conjunction with public and private agencies and institutions, provides low-income households with the opportunity to gain the knowledge and skill as well as the motivation to become fully self-sufficient.

- The Delaware County Office of Employment and Training offers one-stop delivery of career services to job seekers, employers, and others seeking solutions to workforce development issues. As a Team PA CareerLink Partner, the Office of Employment and Training works in collaboration with other County and State agencies to provide and implement numerous workforce development programs in accordance with the Workforce Investment Act of 1998. Services to job seekers include orientation to the CareerLink system and services, internet job search capabilities, job listings and referral services, skill assessment and aptitude testing, resume building, interviewing skills, job search assistance, career and occupational information, occupational skill development, job readiness workshops, and adult literacy counseling.
- The Delaware County Work Investment Board (WIB) is a business-led Board that works in partnership with County Council. WIB's goal is to make sure that Delaware County has a dynamic and high quality workforce. WIB works with businesses to improve the skill levels of all current and potential workers, links employers and job seekers through the services of two professionally staffed Career Centers, supports growing industry sectors as well as supports retention of jobs in the County, and enhances the skills of job seekers and workers at all levels to ensure continued economic growth in the County.
- The Delaware County Commerce Center is a quasi-governmental organization involved in economic development activity mandated by the Commonwealth of Pennsylvania. The Commerce Center is an umbrella organization with a broad scope of services aimed at facilitating the growth of new and existing businesses. The Commerce Center provides key services to industry sectors at all stages of development by providing site selection assistance and small business

development. In addition, the Commerce Center administers a myriad of financial incentive programs of the Delaware County Industrial Development Corporation, the Delaware County Area Loan Organization, and the Delaware County Economic Development Oversight Board. The Commerce Center also acts as a liaison for public financing programs administered by the U.S. Small Business Administration, the Pennsylvania Department of Commerce, and the South Eastern Economic Development Company of Pennsylvania.

J. Institutional Structure

ii. Description of Agencies

Delaware County is the clearinghouse and facilitator for the activities described by this CP. As the unit of government, Delaware County is empowered to apply for and administer CDBG funds, HOME funds, ESG funds, and other grants. Delaware County also supports other activities through providing certifications of consistency with the CP. The following provides the County's institutional structure for administration of its entitlement programs.

Office of Housing and Community Development is responsible for the administration of all CDBG, HOME, ADDI, and ESG entitlement programs in addition to the local Affordable Housing Trust and Revitalization Funds. OHCD also applies for and administers other funding sources, ensuring all resources are highly integrated and administered efficiently. OHCD is responsible for the following.

- Program management and oversight.
- Inter Department/Agency Coordination.
- Sub-recipient contract administration and monitoring.
- Program evaluation.
- Report preparation and submission.
- Public education and participation.
- Special project development.
- Consolidated Plan preparation, monitoring, and evaluation.
- Housing programs.

The daily oversight of activities for all programs and initiatives comes under the management of the Community Development Manager and the Housing Programs Manager. In addition to community development and housing support, County staff provides assistance to Subrecipients of grants and loans. The Subrecipient grants and loans include, but are not limited to, Community Development Block Grants (CDBG), Stewart B. McKinney Act funds, HOME, Neighborhood Stabilization Program, Homeless Prevention and Rapid-Rehousing Program, Pennsylvania Department of Community and Economic Development funds, and Pennsylvania Housing Finance Agency (PHFA) loans, among others.

Other County agencies that participate with housing, community development, and economic development in Delaware County are as follows.

The Delaware County Planning Department (DCPD) is responsible for the County Comprehensive Plan. DCPD conducts reviews of local zoning and

land development ordinances to ensure conformance and consistency with the Comprehensive Plan. DCPD is also available to provide technical assistance to municipal officials and the general public in the areas of planning, community development, and municipal management.

The Department of Human Services (DHS) acts as an umbrella organization responsible for the delivery of coordinated human services and for establishing an administrative structure encompassing services to children, youth, adults, and families with special needs. The DHS includes the Office of Adult Services, Office of Behavioral Health, Child Care Information Services, Children and Youth Services, and the Office of Mental Retardation.

The County Office of Services for the Aging (COSA) is responsible for planning, coordinating and administering programs and services for the County's population over the age of sixty. The Pennsylvania Department of Aging has designated COSA as an Area Agency on Aging. As such, COSA receives federal and State funds to provide services to older Delaware County residents.

The Office of Employment and Training works to provide one-stop delivery of career services to job seekers, employers, and others seeking solutions to workforce development issues.

The Work Investment Board is responsible for the development and execution of a plan to make job training and placement programs work more effectively for both job seekers and employers.

Other County agencies that provide services include Commerce, Intercommunity Health, and Department of Veterans Affairs.

The Delaware County Housing Authority is an important housing provider assisting primarily extremely low-income households. DCHA's Board is appointed by the Chairman of the County Council and ratified by the Council members. DCHA hires its own staff and handles all its contracting, procurement, and management issues. Local municipalities review DCHA development proposals for compliance with zoning and land development regulations. Housing activities provided by DCHA include the following.

- Section 8-rental assistance
- Public housing units
- Housing for elderly not in need of supportive services
- Housing for disabled persons

The numerous community organizations and CHDOs contribute expertise in the management of programs and activities. CHDOs recognized by the County include CAADC and the Chester Community Improvement Project (CCIP).

There are varied private non-profit service providers who continue to provide services in support of housing and community development in the County as cited in 3D of this Consolidated Plan.

iii. Closing Gaps or Actions

The great number of public, quasi-public, non-profit and private entities striving to provide housing and community development services is a huge advantage for residents of Delaware County. It ensures that citizens, employers and local officials have access to a number of resources when seeking assistance. In addition, larger municipalities such as Upper Darby and Haverford Townships as well as Chester City are served by their own community development agencies enabling them to tailor programs to address their needs.

However, some disadvantages have been identified. The system of delivery is complex. Without an intensive effort by all institutions, it is impossible to craft a truly comprehensive housing and community development strategy. The current high degree of cooperation among agencies is contingent upon the commitment of each organization to work within the existing delivery framework and put their service to residents in need above that of any individual organization.

Without the requirement to coordinate and cooperate, interaction between the four HOME entitlement communities in Delaware County is driven only by the necessity to implement projects where a common goal is identified.

Coordination and cooperation continues to be one of the most important elements in the implementation of the Five-Year Housing and Community Development Strategy. To ensure that service delivery coordination is continued, it is essential that each agency share data, exchange information, and consult and coordinate with each of the other service providers.

During the next three years, OHCD will continue to work with other agencies to overcome the disadvantages of the complex institutional structure as follows.

- Consult and coordinate with County agencies to ensure its project funding is appropriate, thus eliminating duplicative and unnecessary services.
- Coordinate with the agencies to streamline reporting and monitoring requirements.
- Consult with County departments on related housing and community development issues.

OHCD staff will coordinate with agencies outside of the County as well as with local government through continued participation with the Shelter Planning Consortium, Homeless Services Coalition, McKinney Continuum of Care Committee, Local Housing Options Team (LHOT), and the Fair Housing Task Force. Other agencies include the Darby Borough CDC, Community Lenders CDC, and Don't Borrow Trouble Campaign of Suburban Philadelphia.

To avoid service delivery gaps with regional organizations and activities, OHCD staff will continue its participation with the Greater Philadelphia Urban Affairs Coalition (GPUAC), various DVRPC committees, regional sewer authorities, and working groups such as the Philadelphia Urban Counties group.

M. Coordination

Delaware County has sole responsibility for formulating and administering its community development and housing programs. Delaware County's entitlement programs are administered in agreement with its Citizen Participation Plan adopted in accordance with 24

CFR 91.115(e). The Citizen Participation Plan implements HUD's goals of providing for citizen input in housing and community development programs.

Delaware County continues to interact with the various public and non-profit institutions that provide housing and supportive services to low-income residents. Although the agencies are independent of one another, they work together to ensure that their programs and services are coordinated and that residents are served. The County's primary means of connecting and networking with housing and service providers in the region is as follows.

- Delaware County has completed Action Plans for the 29 Revitalization Communities. The County will look for opportunities to coordinate its community development and housing activities in support of implementing the Action Plans that address a major County initiative to revitalize the first generation suburbs.
- A coordinated planning process is conducted by the Continuum of Care Committee (CoCC). Within the County, the entities that comprise the CoCC are responsible for a majority of the federal, State and local funding for homeless services. The entities include the Office of Adult Services, the Office of Behavioral Health and OHCD. The Delaware County Homeless Services Coalition (HSC) is a collaborative effort by varied organizations that implement action steps in the CoC strategy. The HSC includes all local homeless service providers, representatives of County government, and mainstream service providers who assist homeless and formerly homeless individuals. The HSC has six working committees. Each committee is responsible for carrying out specific goals and action steps in the homeless strategy and for updating the strategy annually to reflect the needs of the CoC. At least one member of the CoCC sits on each committee to assure coordination between the planning process and implementation of homeless services
- The Delaware County Local Housing Option Team (LHOT) addresses the issue of limited resources for people with disabilities in the community. Prominent organizations in the disability and housing community as well as the community at large came together to combine their existing resources to more effectively serve the community. OHCD's Housing Manager continues to participate as a member of the LHOT ensuring coordination of its policies with those of the other member organizations.
- The Don't Borrow Trouble Anti-predatory Lending Education Initiative was established to work toward reducing the detrimental impact of predatory lenders. The Housing Manager and Housing Compliance Coordinator continue to participate with this initiative.

The County provides strong leadership and planning to coordinate activities and functions and facilitate communication between County departments and their staffs. Through public meetings and hearings on projects and applications for funding, Delaware County will continue to provide a forum where private and public entities can discuss community development, housing, and other issues.

The County will consider its activities in relation to Federal and State agencies to ensure that all available programs are considered. Delaware County will consider opportunities to work with the municipalities and local non-profit agencies to coordinate efforts to provide necessary services. These coordinated efforts will provide affordable housing opportunities to low income persons.

L. Public Housing Resident Initiatives

The Delaware County Housing Authority's (DCHA) mission is to provide well-maintained safe housing while honoring a commitment to enhance the quality of life within its communities and for its clients. DCHA has prepared a five-year plan for Fiscal Year 2010 – 2015 and an Annual Plan for FY 2010.

- Public Housing Improvements – Management and Operation
- DCHA continues to commit resources to resident initiatives, including the Job Bank and Career Center. The DCHA has prepared its Agency Plan that includes one-year and five-year plans for all aspects of agency operations.
- Public Housing Resident Initiatives – Management
- DCHA has hired a Resident Services Representative and will continue to encourage resident organizations to take a pro-active role in their respective communities.
- Public Housing Resident Initiatives – Homeownership

DCHA plans to continue and expand homeownership efforts to all of Delaware County. A non-profit organization known as the Homeownership and Credit Counseling Corporation has been formed to provide DCHA's homeownership participants with the necessary resources to lease purchase or purchase their own home in Delaware County. Counseling services will be marketed to all low-income first time homebuyers in the County.

Public Housing Resident Initiatives – Public Housing

The DCHA will continue to encourage all Resident Organizations to take a pro-active role in the respective communities. The DCHA has been successful in starting new programs such as, gardening, nutrition, exercise programs, workshops, trips, arts and crafts, and educational seminars. In addition, local employers and DCHA partner to continue the hiring and retention of local residents in their workforce. DCHA holds combined meetings for all Resident Organization Officers to discuss various topics concerning the Agency itself and the development and implementation of the Comprehensive Plans.