

Attachment D

Fair Housing Goals and

Priorities



**Division of Housing and
Community Development**
www.phila.gov/dhcd

Fair Housing Goals and Priorities

VI 1. For each fair housing issue, prioritize the identified contributing factors. Justify the prioritization of the contributing factors that will be addressed by the goals set below in Question 2. Give the highest priority to those factors that limit or deny fair housing choice or access to opportunity, or negatively impact fair housing or civil rights compliance.

The question is addressed in the answer to the next question.

VI 2 For each fair housing issue with significant contributing factors identified in Question 1, set one or more goals. Explain how each goal is designed to overcome the identified contributing factor and related fair housing issue(s). For goals designed to overcome more than one fair housing issue, explain how the goal will overcome each issue and the related contributing factors. For each goal, identify metrics and milestones for determining what fair housing results will be achieved, and indicate the timeframe for achievement.

Subsequent to the publication of the draft Assessment of Fair Housing DHCD and PHA continued to engage stakeholders around fair housing issues in general and the AFH goals and strategies in particular.

Working with technical assistance providers supported by HUD, DHCD and PHA implemented a stakeholder engagement process around the goals and strategies in the draft Assessment of Fair Housing. The goals and strategies were divided into three subject areas:

- Preservation of Existing Housing and Development of New Housing
- Fair Housing - Outreach, Training, Enforcement and Legal Strategies
- Place-Based Strategies and Quality of Life/Access to Opportunities

A wide range of stakeholders was invited to participate in whichever subject area they felt was relevant to their work, including in all three if desired. The TA-provider created a cloud-based mechanism in which stakeholders could add comments and edit text related to the goals and strategies. For each subject area an initial meeting/conference call was held in which participants brainstormed about means to improve the goals and strategies. Subsequently participants uploaded comments and edits to the cloud. DHCD and PHA staff adapted the comments made on the calls and in writing into updated goals and strategies, which were then reviewed in a subsequent conference call for each subject area. In all, a total of six meetings/calls were held to strengthen the goals and strategies section of the plan. This process concluded with a four-hour meeting at which participants worked collaboratively with the City and PHA to identify priorities among the goals and strategies.

#	Goals	Strategies	Fair Housing Issues	Contributing Factors	Metrics & Milestones	Time-frame	Program Partners
1	Enhance and expand mobility for voucher holders	Implement Small Area Fair Market Rents (SAFMR), including local modifications utilizing Moving to Work (MTW) flexibility Priority: Medium-High	Segregation, R/ECAP, Disparities in Access to Opportunities	Impediments to mobility	PHA examines impacts of SAFMRs on current and future voucher holders PHA proposes MTW modifications and enhancements to SAFMR rule to minimize tenant displacement and other negative tenant impacts PHA incorporates SAFMR info into voucher briefing materials PHA implements local SAFMRs	1 year	PHA (Lead)
2	Enhance and expand mobility for voucher holders	Expand PHA's Housing Choice Voucher (HCV) Mobility program including strategies that support participants at all stages — pre-moving; moving; post-move support -- to promote access to high opportunity areas in Philadelphia and the region Priority: Low-Medium	Segregation, R/ECAP, Disparities in Access to Opportunities	Impediments to mobility	PHA examines current mobility program; identify areas in need of increased support, including LEP residents and HH with children, and recommend improvements to program PHA works with partners to secure funding to implement enhancements. PHA implements enhancements to Voucher Mobility Program incl. marketing program.	1-year 2 year 3-5 years	PHA (Lead) regional Housing Authorities, service providers, funders
3	Enhance and expand mobility for voucher holders	Enhance PHA's Housing Choice Voucher (HCV) Mobility program to promote increased landlord participation that expands access including high opportunity areas in Philadelphia and the region Priority: Low-Medium	Segregation, R/ECAP, Disparities in Access to Opportunities	Impediments to mobility	PHA examines policies & procedures to increase Landlord participation and retention incl. high opportunity areas. PHA works with partners to secure funding to implement changes to Landlord recruitment. PHA implements enhanced Landlord marketing & education program	1 year 2-5 years 2-5 years	PHA (Lead) regional Housing Authorities, service providers, funders
4	Preserve existing affordable rental housing	Support preservation of existing subsidized rental units in projects nearing or at 15 -30 years compliance period and projects requiring capital investment to preserve affordable units Priority: High	Segregation, R/ECAP, Disparities in Access to Opportunities, Disproportionate Housing Needs	Age of Housing Stock, Location/Type Affordable Housing; Displacement Due to Economic Pressures	City, PHA issues individual and/or joint RFPs for preservation projects — promote leverage of state/local/fed resources City, PHA analyze and compile list expiring & aging subsidized affordable rental projects. Preservation RFP issued annually contingent upon available funding.	<1 year 1 year 2-5 years	City (Lead), DHCD, PHA, PHFA

#	Goals	Strategies	Fair Housing Issues	Contributing Factors	Metrics & Milestones	Time-frame	Program Partners
5	Preserve existing affordable rental housing	Protect long-term affordability in areas with rapidly appreciating values, a high Displacement Risk Ration (DRR) and gentrified areas to ensure all Philadelphians have access to high quality housing and access to opportunities Priority: High	Segregation, R/ECAP, Disparities in Access to Opportunities, Disproportionate Housing Needs	Age of Housing Stock, Location/Type Affordable Housing; Displacement Due to Economic Pressures	City to partner with entities that have resources to complete more detailed gentrification analysis with connection to eviction rates, housing quality; increases in rent, tax increases and recommendations of areas to target and tools to minimize displacement ie resident education, targeted housing counseling and preservation programs. Address results of analysis through Consolidated and Annual Action Plans	1-2 years 2-5 years	City (Lead), P & D, TRF, Fair Housing stakeholders, DHCD, Housing Counseling Agencies
6	Develop new affordable rental housing	Acquire land in R/E CAPs, high opportunity or rapidly appreciating areas and allocate public funds for affordable housing development through site specific RFP Priority: High	Segregation, R/ECAP, Disparities in Access to Opportunities, Disproportionate Housing Need	Location/Type Affordable Housing; Displacement Due to Economic Pressures, Vacant land	City, Landbank work to streamline process to transfer publicly-held land City, PHA, Landbank, and partners to identify and assemble sites for affordable housing development coordinated with existing neighborhood plans when possible Issue 1-3 site-specific RFPs for affordable housing developments.	1-2 Years 1-2 years 2-5 years	City (Lead), P & D, DHCD, LandBank, PHA
7	Develop new affordable rental housing	Expand affordable rental units transfer of assistance provisions of the Rental Assistance Demonstration program to increase housing opportunities and promote diversity of tenants Priority: Medium-High	Segregation, R/ECAP, Disparities in Access to Opportunities, Disproportionate Housing Need	Location/Type Affordable Housing; Displacement Due to Economic Pressures, Vacant land	Estimated up to 1,000 new units under long- term RAD project based contracts PHA reports on RAD transactions annually to DHCD and on PHA website	1-5 years 1-5 years	PHA (Lead), DHCD, nonprofit developers, PHFA, equity investors
8	Preserve existing affordable rental housing	Preserve existing public housing units through Rental Assistance Demonstration program Priority: Medium-High	Segregation, R/ECAP, Disparities in Access to Opportunities, Disproportionate Housing Needs	Age of Housing Stock, Location/Type of Affordable Housing, Displacement Due to Economic Pressures	PHA ensures compliance with applicable HUD regulations for RAD conversions PHA implements changes as needed to oversight policy to ensure developers are compliant with new RAD fair housing guidelines and long-term affordability	1 year	PHA, (Lead) PHADC, PHFA, equity investors
9	Preserve existing affordable rental housing	Promote healthy living conditions for tenants. Priority: Medium-High	Segregation, R/ECAP, Disparities in Access to Opportunities, Disproportionate Housing Needs	Age of Housing Stock, Location/Type Affordable Housing;	Partners develop pilot program for landlords to make homes healthy — lead safe and mold free If pilot successful, expand to reach more units Identify and measure specific metrics for Healthy Homes	1 years 2-5 years 2-5 years	City (Lead), Housing stakeholders, DHCD, TRF, I. I, Dept. Health, PHA

#	Goals	Strategies	Fair Housing Issues	Contributing Factors	Metrics & Milestones	Time-frame	Program Partners
10	Develop new affordable rental housing	Leverage available PHA resources to expand number of affordable multi-family rental housing developments to expand access to underserved communities and populations Priority: Low-Medium	Segregation, R/ECAP, Disparities in Access to Opportunities, Disproportionate Housing Needs	Location/Type Affordable Housing; Displacement Due to Economic Pressures	PHA provides Project Based subsidies to support neighborhood revitalization efforts including support for new units to serve underserved populations PHA provides required oversight of project-based waiting lists to promote regulatory and fair housing compliance	1-5 years	PHA (Lead) PHADC, Third Party Development partners
11	Develop new affordable rental housing	Ensure existing City codes (zoning/building) and practices promote development of affordable housing throughout the City. Priority: Low-Medium	Segregation, R/ECAP, Disparities in Access to Opportunities, Disproportionate Housing Needs	Displacement Due to Economic Pressures Location/Type of Affordable Housing	Complete analysis of zoning and building codes and practices to identify any barriers to affordable housing. If barriers identified, recommend/implement changes to remove those barriers	1 -2 years 2-5 years	City (Lead) P & D
12	Develop new affordable rental housing	Promote new rental units in high opportunity areas through private sector investment Priority: Low-Medium	Segregation, R/ECAP, Disparities in Access to Opportunities, Disproportionate Housing Needs	Displacement Due to Economic Pressures Location/Type of Affordable Housing	Review zoning code and best practices for further incentives to promote mixed-income and affordable housing ie Inclusionary Affordable Housing policy in Housing Code, Title 7, 7-100; impact fees, reverse TIFs etc.	1-2 years	City (Lead) P & D, TRF, Federal Reserve
13	Develop new affordable rental housing	Encourage mixed-income/ mixed-use developments in low opportunity & R/ECAP areas Priority: Low-Medium	Segregation, R/ECAP, Disparities in Access to Opportunities, Disproportionate Housing Need	Location/Type Affordable Housing; Displacement Due to Economic Pressures, Vacant land	Priority points in City/ PHA RFPs for 4% and 9% and mixed-use tax-credit projects – RFPs issued in annually in coordination with PHFA Developers work with City's Developers Services to secure necessary approvals in timely manner	1-5 Years 1-5 years	City (Lead), P & D, DHCD, PHA, developers, Developer Services
14	Develop new affordable rental housing	Promote affordable housing development in high opportunity or rapidly appreciating market areas Priority: Low	Segregation, R/ECAP, Disparities in Access to Opportunities, Disproportionate Housing Need	Location/Type Affordable Housing; Displacement Due to Economic Pressures, Vacant land	Work with stakeholders to develop and formalize criteria for high opportunity areas. Utilize tools such as TRF's DRR tool to identify areas of rapidly appreciating markets – Priority points in City/PHA RFP for tax credit projects – RFPs issued annually in coordination with PHFA	1 year 2-5 years	City (Lead), P & D, DHCD, PHA, TRF

#	Goals	Strategies	Fair Housing Issues	Contributing Factors	Metrics & Milestones	Time-frame	Program Partners
15	Preserve existing affordable homeownership housing	Create new funding opportunities to expand affordable homeowner preservation programs and include to cover improvements to make homes healthy Priority: High	Segregation, R/ECAP, Disparities in Access to Opportunities, Disproportionate Housing Need	Age of Housing Stock, Lack of Income, Displacement Due to Economic Pressures Location/Type Affordable Housing	Stakeholders to assist in identifying other home improvement programs to add to DHCD resource guide Complete feasibility of loan program for HH – to include funding to make homes healthy and to reach HH up to 115% AMI Implement loan program and set goals and performance metrics for number of homes treated and other outcomes Minimum of 1,200 HH served under Basic Systems Repair Program (BSRP) annually and other home improvement programs to keep residents in their homes and in accordance with all Fair Housing and Civil Rights laws and regulation.	1 year 1 year 1-5 years 1-5 years	City (Lead) DHCD, PHDC, Fair Housing Stakeholders, CBOs, financial institutions, Dept. of Public Health
16	Preserve existing affordable homeownership housing	Provide Foreclosure Prevention Counseling and outreach activities Priority: High	Segregation, R/ECAP, Disparities in Access to Opportunities, Disproportionate Housing Need	Lending Disparities, Lack of Income, Displacement Due to Economic Pressures Location/Type Affordable Housing	1,200 Homes saved annually from mortgage foreclosure, Reverse Mortgage and Tax Foreclosure	1-5 years	City (Lead), DHCD, Housing Counseling Agencies, Nonprofit legal services agencies, PCA, NACs
17	Expand affordable homeownership housing	Provide Settlement Assistance Grants, Pre-purchase counseling and tangled-title legal services Priority: Medium-	Segregation, R/ECAP, Disparities in Access to Opportunities, Disproportionate Housing Need	Lending Disparities, Lack of Income, Displacement Due to Economic Pressures Location/Type Affordable Housing	Provide homeownership housing counseling / financial assistance programs. Approximately 2,000 residents counseled annually.	1-5 years	City (Lead), DHCD, Housing Counseling Agencies, Non-profit legal services agencies,
18	Expand affordable homeownership housing	Implementation of PHA Public Housing Homeownership programs Priority: Low-	Segregation, R/ECAP, Disparities in Access to Opportunities, Disproportionate Housing Need	Location/Type of Affordable Housing	Public housing tenants to purchase their own homes (estimate of 25 units)	1-5 years	PHA (Lead), City, Housing Counseling Agencies, Mortgage Lenders
19	Expand affordable homeownership housing	Enhance PHA HCV Homeownership program with housing search assistance including in high opportunity areas Priority: Low	Segregation, R/ECAP, Disparities in Access to Opportunities, Disproportionate Housing Need	Location/Type of Affordable Housing	PHA works with partners to identify additional funding to support housing search assistance HCV voucher holders utilize housing search assistance to locate homeownership units	1-5 years	PHA (Lead) City, Housing Counseling Agencies, Mortgage Lenders

#	Goals	Strategies	Fair Housing Issues	Contributing Factors	Metrics & Milestones	Time-frame	Program Partners
20	Expand accessible and affordable housing for persons with disabilities	Create new funding to expand Adaptive Modifications Program (AMP) for renters and homeowners Priority: High	Segregation, R/ECAP, Disparities in Access to Opportunities, Disproportionate Housing Need	Lack of Accessible Housing	Provide adaptations for rental and homeowner housing units.—100 HH annually	1-5 years	City (Lead), PHDC
21	Expand accessible and affordable housing for persons with disabilities	DHCD to continue 10% requirement for accessible unit and visitable units for City- supported projects -- exceeds HUD requirements Priority: Medium-High	Segregation, R/ECAP, Disparities in Access to Opportunities, Disproportionate Housing Need	Lack of Accessible Housing	Increase the number of accessible housing units created	1-5 years	City, (Lead),DHCD, housing developers
22	Expand accessible and affordable housing for persons with disabilities	Ensure Homeless Services accessible for all persons with disabilities Priority: Medium-Low	Segregation, R/ECAP, Disparities in Access to Opportunities, Disproportionate Housing Need	Lack of Accessible Housing	Improve access to Apple Tree, the intake site for families and single women by repairing and re-paving the street to the entrance. Ensure new access points into the homeless system comply with the ADA; the Fair Housing Act; and Section 504 of the Rehabilitation Act of 1973. Continue to utilize the assistance of the Deaf Hearing Communications Centre and Language Line for interpretation services.	1-2years 1-5 years 1-5 years	City (Lead), Office of Homeless Services, Fair Housing Stakeholders
23	Expand permanent housing for homeless and specials needs individuals	Promote opportunities to move homeless into stable permanent housing Priority: High	Segregation, R/ECAP, Disparities in Access to Opportunities	Lack of Affordable Housing Options	Increase the number of Permanent Supportive Housing Units through a range of projects and programs such as: 1) PHA's participation in the City's Blueprint program - 500 housing opportunities provided each year. 2) City's Rapid Re-Housing program — 700 placements each year, including veterans.	1-5 years	City (Lead), PHA, DHCD, housing providers, DBHDS, Homeless Services, Fair Housing Stakeholders, VA
24	Expand permanent housing for homeless and specials needs individuals	Promote opportunities to promote stable permanent housing for survivors of domestic violence, stalking, and sexual assault Priority: Medium-High	Segregation, R/ECAP, Disparities in Access to Opportunities	Lack of Affordable Housing Options	Enforce compliance with City's Domestic violence ordinance PHA complies with HUD VAWA rules Secure funding to support development of units for individuals experiencing domestic violence Establish partnerships with developers to identify low-income units designated for survivors/victims and ensure units are accessible to individuals with disabilities Establish partnerships with community-based organizations to provide DV-specific and trauma- informed services for families living in permanent housing.	1-5 years	City (Lead), PHA, DHCD, housing providers, DBHDS, Fair Housing Stakeholders, CBOs, non-profit legal partners

#	Goals	Strategies	Fair Housing Issues	Contributing Factors	Metrics & Milestones	Time-frame	Program Partners
25	Expand permanent housing for homeless and specials needs individuals	Expand housing programs for families at risk of child welfare involvement due to homelessness, unaffordable or unsafe housing or ready for reunification Priority: Medium-High	Segregation, R/ECAP, Disparities in Access to Opportunities	Lack of Affordable and Housing Options Age and Condition of Affordable Housing; Disproportionate Housing Needs Displacement due to economic pressures	Secure funding for: 1) repairs to rental or owner occupied homes where families at risk of child removal due to unsafe conditions; 2) new rental housing for families at risk of children's removal due to homelessness, displacement due to eviction, utility shut offs, and unsafe conditions; & 3) housing for families ready for reunification	1-3 years	City (Lead), DHS, Homeless Services, DBHIDs, PHA, Fair Housing Stakeholders, housing providers
26	Expand permanent housing for homeless and specials needs individuals	Prevent homelessness for youth exiting the child welfare and juvenile justice systems. Priority: Medium-High	Segregation, R/ECAP, Disparities in Access to Opportunities	Lack of Affordable Housing Options	Work with partners to strengthen transition planning Identify youth-centric housing resources to be added to the homelessness services system, including additional Rapid Re-housing resources as well as innovative housing models such as host homes, youth-facilitated outreach and drop-in services, and shared housing; Pilot a Coordinated Entry and Assessment Based Housing Referral System using Transition Age Youth Vulnerability Index Service Prioritization Assistance Tool (TAY VI-SPDAT) at entry points, youth street outreach, Runaway and Homeless Youth funded programs, and a privately funded youth emergency shelter. Strengthen system-wide data sharing agreements to facilitate cross-system collaboration to identify and provide services to at-risk youth	1-5 years	City (Lead), PHA, DHCD, housing providers, DBHIDS, Homeless Services, Child Welfare and Juvenile justice system

#	Goals	Strategies	Fair Housing Issues	Contributing Factors	Metrics & Milestones	Time-frame	Program Partners
27	Ensure open access to all housing resources and programs	Fully implement Language Access Plans (LAP) and practices for Limited English Proficiency (LEP) individuals and ASL users Priority: High	Segregation, R/ECAP, Disparities in Access to Opportunities	Lack of Access to Housing and Other Services	City and PHA work with partners and stakeholders as needed to update and implement LAP, limited literacy materials, documents/outreach accessible to LEP residents. Work with LEP, housing network, other stakeholders to complete annual training for staff on LAP requirements PHA assesses options for strengthening fair housing compliance through additional training and testing City and PHA provide annual LAP performance compliance reports Increase opportunities for face-to-face engagement with LEP persons	1-5 years	City and PHA (Leads), DHCD, community partners, Office of Immigration Affairs (OIA),
28	Ensure open access to all housing resources and programs	DHCD and PHA assist their service providers as needed to develop model LEP and ASL policy and procedures Priority: High	Segregation, R/ECAP, Disparities in Access to Opportunities	Lack of Access to Housing and other Services	DHCD and PHA work with AFFH stakeholder and housing counseling and LEP providers to create model LEP policy and procedures for partners. Utilize Office of Immigrant Affairs to assist in this effort	1-5 years	City and PHA (Leads), DHCD, service providers, OIA, Fair Housing Stakeholders
29	Ensure open access to all housing resources and programs	PHA reviews and enhances admissions and wait list policies as needed to support fair housing compliance Priority: High	Segregation, R/ECAP, Disparities in Access to Opportunities	Lack of access to Housing and other Services	PHA reviews best practices and options for admissions and wait list administration to promote diversity consistent with applicable fair housing statutes and regulations, consulting as needed with local partners. PHA implements wait list policy modifications if identified in review, subject to PHA Board approval.	1 year 2-5 years	PHA (Lead), PHA residents, service providers, CLS, Fair Housing Stakeholders
30	Ensure open access to all housing resources and programs	PHA reviews and enhances policies as needed as relates to admission of those with criminal records and formerly incarcerated citizens Priority: High	Segregation R/ECAP, Disparities in Access to Opportunities	Lack of access to Housing and other Services	PHA periodically reviews and updates policies as needed to comply with HUD regulations on criminal records screening. PHA continues implementation of Second Chance Pilot initiative to provide housing opportunities to formerly incarcerated citizens in partnership with federal and state court systems.	1-5 years	PHA (Lead), City, PHA residents, CLS, Fair Housing Stakeholders, PhillyAise
31	Expand fair housing outreach, education and enforcement activities	Support Tenant Rights Workshops to educate low- income renters about Fair Housing rights. Priority: High	Segregation, Disproportionate Housing Needs, R/ECAP	Public and Private Discrimination	Tenant rights providers/housing counseling agencies, including LEP counselors/CBOs, conduct monthly educational workshops serving 1,200 tenants annually	1-5 years	City (Lead), PCHR, TURN, CLS, LEP CBO, tenant rights orgs, housing counseling agencies, Fair Housing Rights Center (FHRC)

#	Goals	Strategies	Fair Housing Issues	Contributing Factors	Metrics & Milestones	Time-frame	Program Partners
32	Expand fair housing outreach, education and enforcement activities	Support increased representation for low-income tenants in landlord-tenant court – current representation is less than ten percent. Priority: High	Segregation Disproportionate Housing Needs; R/ECAP	Public and Private Discrimination Displacement due to economic pressure	City, PHA, stakeholders/partners collaborate to identify resources/strategies to support tenant representation in tenant/landlord disputes. More tenants are represented in court	1-2 years 2-5 years	City (Lead), PCHR, FHRC TURN, CLS, LEP, CBO partners and other tenant rights/legal aid groups.
33	Expand fair housing outreach, education and enforcement activities	Support outreach and housing counseling to help residents avoid predatory loans and to counsel clients with credit- repair; budgeting Priority: High	Segregation, Disproportionate Housing Needs; R/ECAP,	Lending Disparities	Counseling agencies to provide Anti Predatory, pre-purchase and financial literacy housing counseling – 2,000 individuals counseled annually	1-5 years	City (Lead); Housing counseling agencies, NACs, LEP and CBO partners, Fair Housing Stakeholder Network
34	Expand fair housing outreach, education and enforcement activities	Support a range of Fair Housing education and outreach activities to increase housing options and access to opportunities for the protected classes Priority: Medium-High	Segregation, Disproportionate Housing Needs; R/ECAP	Lending Disparities, Lack communication between public agencies and residents	City and PHA to coordinate with fair housing agencies to conduct fair housing trainings to city agency and PHA staff and trainings for PHA and City sub-recipients. New employees and refresher trainings as needed	1 year 2-5 years	City and PHA (Leads), PCHR, FHRC, Equality Center
35	Expand fair housing outreach, education and enforcement activities	Support a range of Fair Housing education and outreach activities for Landlords to reduce unlawful evictions and promote open access to affordable housing Priority: Medium-High	Segregation, Disproportionate Housing Needs;	Public and Private Discrimination	City and PHA to work with non-profit legal aid providers, fair housing organizations, LEP, CBO partners to design workshops for Landlords to promote compliance w/ all Fair Housing laws and HUD guidance including criminal background checks Identify funding for workshop content and marketing campaign to reach Landlords including LEP. Update content as needed. Conduct 1-2 educational workshops a year contingent upon funding	1 year 1 year 2-5 years	City and PHA (Leads), PCHR, FHRC, Equality Center, City, CLS, TURN, PA Law Center, LEP CBO partners, Police Dept.
36	Expand fair housing outreach, education and enforcement activities	Support increased code enforcement of violations related to housing quality and health/safety issues Priority: Medium-High	Segregation, Disproportionate Housing Needs; R/ECAP	Private Discrimination Lack of Affordable Housing options	P & D to work with L & I on coordinated/targeted code enforcement efforts and policies to promote increased housing quality. Code enforcement process contains clear and explicit steps to achieve compliance.	1-2 years 2-5 years	City (Lead), P&D, L&I, Dept. of Health, tenant rights/legal aid groups, CBOs, LEP, Fair Housing Stakeholder Network

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37	Expand fair housing outreach, education and enforcement activities	PHA and City to establish Fair Housing Stakeholder group in partnership with local/ regional Fair Housing agencies, Advocacy groups, Housing Authorities, and Municipalities to ensure coordinated approach Priority: Medium-High	Segregation, R/ECAP, Disparities in Access to Opportunities	Impediments to mobility,	Create Fair Housing Stakeholder Group Stakeholders meet in coordination with the (E)quality meetings to assess Fair Housing policy and progress with AFH goals/strategies— minimum twice annually	< 1 year 1-5 years	PCHR (Lead), DHCD, FHRC, PHA, Fair Housing groups, DVRPC, regional housing authorities, City agencies
38	Expand fair housing outreach, education and enforcement activities	Explore best practices and policies to promote long-term affordability options Priority: Low-Medium	Segregation, Disproportionate Housing Needs, R/ECAP	Private Discrimination Lack of Affordable Housing options	City reviews best practices for long-term affordability options such as tenant's right of first refusal and extended compliance periods. Explore feasibility for implementation in Philadelphia Implement feasible measures	1 year 2-3 years 3-5 years	City (Lead), DHCD, PHA, Fair Housing Stakeholder network, Fair Housing Stakeholder Network
39	Expand fair housing outreach, education and enforcement activities	Identify new funding opportunities to support Fair Housing education and testing to ensure compliance with federal, state and local fair housing laws Priority: Low-Medium	Segregation, Disproportionate Housing Needs, R/ECAP	Lack of Resources	Work with Philadelphia Commission on Human Relations (PCHR) to obtain HUD certification for substantially equivalent status	1-2 years	City (Lead), PCHR, FHRC
40	Promote coordinated approach to leverage public/private investments in R/ECAP and other areas to reduce disparities	Continue to support existing Placed-based strategies — Sharswood & Norris Choice, Promise Zone Priority: High	Segregation, R/ECAP, Disparities in Access to Opportunities, Disproportionate Housing Need	Lack of Access to Opportunities	Norris — complete 257 new housing units and 1-2 commercial/retail projects and 4-5 neighborhood improvement projects. Sharswood housing units; PHA HQ; supermarket— PHA to submit Choice Implementation grant application to HUD	1-5 years 1-2 years	City/PHA (Leads), DHCD, HUD, PHFA, third party developers, PHS, Commerce, nonprofits, banks, foundations

#	Goals	Strategies	Fair Housing Issues	Contributing Factors	Metrics & Milestones	Time-frame	Program Partners
41	Promote coordinated approach to leverage public/private investments in R/ECAP and other areas to reduce disparities	Create new Place-based Community Investment Strategy to leverage a range of public/private investments to strengthen communities and increase access to opportunities Priority: High	Segregation, R/ECAP, Disparities in Access to Opportunities, Disproportionate Housing Need	Lack of Access to Opportunities Displacement due to Economic Pressures.	P & D will map and analyze investments, fixed assets, opportunities and needs in neighborhoods across the City. P & D will categorize areas based on strength/need and will create an investment plan to leverage current and proposed investments across a range of neighborhoods. P & D will work with partners to implement coordinated investment strategy for a range of neighborhoods.	1 year 2-5 years	DHCD, PHA, HUD, PHFA, Private sector & nonprofit partners, MDO including Community Services partners, SDP, Commerce, PHS, Mayor's Office of Education, SDP, PCPC, Land Bank, OIA
42	Promote coordinated approach to leverage public/private investments in R/ECAP and other areas to reduce disparities	Promote Place-base Strategy to leverage public/private investments including housing in immigrant communities to increase access to housing and other opportunities Priority: Medium-High	Disparities in Access to Opportunities, Disproportionate Housing Need	Lack of Access to Opportunities Displacement due to Economic Pressures	Identify immigrant communities in need of affordable housing and other opportunities. Work with partners to implement coordinated housing and other investment strategy.	1 year 2-5 years	City (Lead), DHCD, PHA, HUD, PHFA, private sector partners, Commerce, non-profits, banks, foundations, OIA, Land Bank
43	Expand educational attainment, economic development and self-sufficiency efforts	Encourage comprehensive connections between programs and services to alleviate poverty among low-income households — such as Earned Income Tax Credit (EITC), by ensuring that a point of entry to one program/service connects a recipient to other programs/services for which he/she is eligible Priority: High	Disparities in Access to Opportunities	Lack of Access to Opportunities Lack of Income	Providers will convey information and offer direction to connect residents to benefits beyond the ones they are currently accessing, using LEP-targeted materials as appropriate — 1,500 residents will receive counseling to secure EITC.	1-5 years	City (Lead), Service providers, CEO, DHCD, PHA, MOIA, housing counseling agencies, DHS

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44	Expand educational attainment, economic development and self-sufficiency efforts	Promote technical assistance and training to small businesses to create and retain jobs — coordinate and align with other investments such as housing and commercial corridor activities to promote increased access to opportunity Priority: High	Disparities in Access to Opportunities	Lack of Access to Opportunities Lack of Income	TA provided to 800 Small businesses and 250 jobs are created or retained annually	1-5 years	City (Lead), Commerce, DHCD, PIDC, TA providers, LEP and CDBD groups, Fair Housing Stakeholders
45	Expand educational attainment, economic development and self-sufficiency efforts	Return vacant and blighted properties back into productive use. Priority: High	Disparities in Access to Opportunities	Lack of access to opportunities	Coordinate and align with goals and strategies of Philadelphia LandBank to acquire and dispose of vacant land for gardens and open space and community development investments	1-5 years	City (Lead) DHCD, LandBank, CBO partners
46	Expand educational attainment, economic development and self-sufficiency efforts	Support coordination of services and educational supports through the City's Communities in Schools Priority: High	Disparities in Access to Opportunities	Lack of access to opportunities	City to launch implementation of Community Schools Initiative in and around high poverty areas in Philadelphia. Nine initial sites selected and total of 16 additional sites over the next 3 years	< 1 year — 3 years	City (Lead), SDP, Mayor's Office of Education
47	Expand educational attainment, economic development and self-sufficiency efforts	Ensure a Philadelphia youth ages 3 to 4 enter kindergarten ready to learn Priority: High	Disparities in Access to Opportunities	Lack of access to opportunities	City to launch implementation of Pre-K Initiative creating 2,000 new pre-K slots in year 1 with minimum of 1,000 additional sites over 3 years	< 1 year — 3 years	City (Lead) Mayors Office of Education, Service Providers
48	Expand educational attainment, economic development and self-sufficiency efforts	Ensure youth 16-24 graduate high school and/or are job ready Priority: High	Disparities in Access to Opportunities	Lack of Access to opportunities	Young adults participate in job training program such as YouthBuild and PowerCorpPHL serve year	1-5 years	City (Lead), YouthBuild, CEO, PowerCorpPHL
49	Expand educational attainment, economic development and self-sufficiency efforts	Promote increased access public transportation access for disabled and LEP residents Priority: Medium-High	Disparities in Access to Opportunities	Lack of Access to opportunities Lack of Income	Mayors Commission on Persons with Disabilities (MCPWD meet with SEPTA to assess progress to improve access for LEP and disabled individuals Explore potential for SEPTA to provide reduced fares for low-income residents	1-5 years 1-2 years	Mayors Commission on Persons with Disabilities (MCPWD) (Lead), Fair Housing Stakeholders, SEPTA, Fair Housing Advocates

#	Goals	Strategies	Fair Housing Issues	Contributing Factors	Metrics & Milestones	Time-frame	Program Partners
50	Expand educational attainment, economic development and self-sufficiency efforts	Implement economic self-sufficiency and jobs skills workshops to assist PHA-residents to obtain and retain jobs Priority: Medium-High	Disparities in Access to Opportunities	Lack of access to opportunities	Residents served annually through PHA Community Partners and economic self-sufficiency programs (estimate 100 annually) Coordinate and leverage with existing non-profit, community based programs, including LEP programs	1-5 years 1-5 years	PHA (Lead), PHA residents, community partners. LEP partners
51	Expand educational attainment, economic development and self-sufficiency efforts	Promote immigrant hubs to address language barrier for LEP access to opportunities in high opportunities areas. Priority: Low-Medium	Disparities in access to opportunities	Lack of Access to Opportunities	City, PHA and AFFH stakeholder network to work with LEP and CBO partners to break down language and cultural barriers to promote access to public programs and neighborhood amenities	1-5 years	City (Lead), DHCD, PHA, LEP, CDBD, MOIA, housing counseling, NACs and other public agencies
52	Expand educational attainment, economic development and self-sufficiency efforts	Promote improved health outcomes Priority: Low-Medium	Disparities in Access to Opportunities	Lack of access to opportunities	AFF Stakeholders to convene range of health organizations/networks such as COACH to create strategy for improved access to range of health services Coordinate sustainable and greening programs in areas with low air quality	1-2 years 1-2 years	Fair Housing Stakeholders (Lead), City, non-profit/for-profit health provider network PWD, MDO, Clean Air Council, PHS