

# CITY OF WORCESTER, MA



## CONSOLIDATED SUBMISSION FOR COMMUNITY PLANNING AND DEVELOPMENT

### SECOND YEAR ANNUAL ACTION PLAN (JULY 1<sup>ST</sup>, 2021 – JUNE 30<sup>TH</sup>, 2022)



*Prepared by:*  
**City Manager's Executive Office of Economic Development**



## Contents

PR-05 Lead & Responsible Agencies – 91.200(b).....	2
AP-10 Consultation – 91.100, 91.200(b), 91.215(l).....	3
AP-12 Participation – 91.105, 91.200(c) .....	23
Expected Resources .....	28
AP-15 Expected Resources – 91.220(c)(1,2) .....	28
Annual Goals and Objectives .....	33
Projects .....	44
AP-35 Projects – 91.220(d) .....	44
AP-38 Project Summary .....	46
AP-50 Geographic Distribution – 91.220(f).....	61
Affordable Housing .....	64
AP-55 Affordable Housing – 91.220(g) .....	64
AP-60 Public Housing – 91.220(h).....	65
AP-65 Homeless and Other Special Needs Activities – 91.220 (i).....	68
AP-70 HOPWA Goals – 91.20 (l)(3) .....	73
AP-75 Barriers to affordable housing – 91.220(j) .....	74
AP-85 Other Actions – 91.220(k) .....	79
Program Specific Requirements.....	83

## PR-05 Lead & Responsible Agencies – 91.200(b)

### 1. Agency/entity responsible for preparing/administering the Consolidated Plan

Describe the agency/entity responsible for preparing the Consolidated Plan and those responsible for administration of each grant program and funding source.

Agency Role	Name	Department/Agency
CDBG Administrator	WORCESTER	Office of Economic Development
HOPWA Administrator	WORCESTER	Office of Economic Development
HOME Administrator	WORCESTER	Office of Economic Development
ESG Administrator	WORCESTER	Office of Economic Development

Table 1 – Responsible Agencies

### Narrative (optional)

The City Manager's Executive Office of Economic Development (EOED) is the lead administering agency for the City of Worcester, MA, Five-Year Consolidated Submission for Community Planning and Development (2020-2025) and the Second Year Action Plan (07/01/2021 - 06/30/2022). EOED administers CDBG, HOME, HOPWA and ESG entitlement formula grants for the City of Worcester, MA.

### Consolidated Plan Public Contact Information

Gregory J. Baker

Director of Neighborhood Development Division

Office of Economic Development

455 Main Street, 4th Floor, Worcester, MA 01608

## **AP-10 Consultation – 91.100, 91.200(b), 91.215(I)**

### **1. Introduction**

The City of Worcester’s Executive Office of Economic Development (EOED) embarked on the development of a new Five (5) Year Consolidated Plan in the summer of 2019, which in turn informed the development of this Second Year (2021-2022) Action Plan. As the lead agency of the planning process, EOED hosted a series of neighborhood meetings; consulted with non-profit organizations, City staff, housing providers; posted public notices; held public hearings; and advertised public review, draft plan comment periods. Organizations and community stakeholders representing the following segments of the community were involved in the process:

- Housing Services and Assisted Housing – Group and individual consultations with for-profit and non-profit developers and the Worcester Housing Authority.
- Children and Youth Services – Focus group with service providers.
- Elderly Services – Consultation with City of Worcester Office of Elder Affairs and the Worcester Senior Center.
- Health Services – Worcester Public Health Division's Community Health Improvement Plan
- Update Public Process and ongoing collaboration through the Worcester County Continuum of Care.
- Persons with Disabilities – Consultation with City of Worcester Office of Human Rights and Disabilities.
- Persons with HIV/AIDS and their Families – Consultations with service providers.
- Low-Income Persons – Focus group with providers and funders of basic needs and safety net services.
- Homeless Persons including Veterans and Persons with Special Needs – Coordination with agencies and other governmental entities involved in the Worcester County Continuum of Care, including coordination with the following City of Worcester municipal departments/divisions: Public Health Division, Office of Emergency Operations, Health and Inspectional Services Division, Workforce Development, and the City Manager’s Office on Human Rights and Disabilities.
- Publicly Funded Institutions and Systems of Care – Coordination with corrections facilities, medical providers and mental health institutions including the Worcester County Sheriff’s Office, UMass Memorial Medical Center, Community Healthlink, local detox centers and the Department of Mental Health through the Worcester County Continuum of Care.
- State and Local Health and Child Welfare Agencies – Consultation to identify the addresses of housing units with lead-poisoned children. Ongoing collaboration with the MA Department of Public Health and the Worcester Public Health Division.
- Regional and Planning Efforts – Consultation with the Central MA Regional Planning Commission (CMRPC) and the Central MA Workforce Investment Board.

### **Provide a concise summary of the jurisdiction’s activities to enhance coordination between public and assisted housing providers and private and governmental health, mental health and service agencies (91.215(I))**

EOED works to foster strong relationships and enhance cooperation and coordination between public and private service and housing providers. Development of the Consolidated Plan and this Second Year

Action Plan have benefitted from input from a broad range of stakeholders who contributed through interviews and focus groups, in addition to those represented at public meetings and hearings. Entities participating in the process included agencies and groups with expertise in areas such as housing, youth services, case management, mental health, education, employment assistance, basic needs, and health services. As a means of gaining input, individual and group consultations were held with providers of public and affordable housing, and services for homeless, special needs, and low-income populations.

The City of Worcester actively participates in ongoing efforts to enhance coordination with private industry, businesses, developers, and social service agencies in order to foster economic development. EOED, through the Business Assistance Division, plays a leadership role in the Worcester Business Resource Alliance (WBRA), a centralized network of business professionals, technical assistance providers, lenders, and community development organizations that collectively provide services to entrepreneurs and small business owners and managers. EOED also meets regularly with neighborhood business associations, and coordinates with the Worcester Regional Chamber of Commerce and Worcester Business Development Corporation. At the state level, EOED has strong partnerships with the Mass Office of Business Development and MassDevelopment, as well as relationships with the Massachusetts Life Sciences Center and the Massachusetts Manufacturing Extension Partnership (MassMEP).

EOED annually conducts group-based, technical assistance workshops as part of its community outreach process. Owing to the pandemic, a group-based workshop could not be held in 2021, however a technical assistance / funding overview power point slide show was posted on the city's website and EOED provided direct email notification to 307 contacts in order to facilitate community outreach.

A number of plans and reports were consulted in preparation of the Consolidated Plan and Second Year Action Plan, reflecting policies, needs or significant research. These are contained in Table 3 of this section.

**Describe coordination with the Continuum of Care and efforts to address the needs of homeless persons (particularly chronically homeless individuals and families, families with children, veterans, and unaccompanied youth) and persons at risk of homelessness.**

Substantial consultation with Worcester area homeless service providers and clients has been a cornerstone of ongoing planning and efforts to address the unique needs of multiple priority subpopulations experiencing homelessness or at risk of becoming homeless. As part of the Consolidated Planning process referenced above, the City hosted a consultation workshop for homeless service providers to consider the evolution of Worcester's system in recent years, discuss current service access, and envision improvements to assist target populations. The workshop groups focused on three areas: 1) Access to Housing 2) Supportive Services 3) System Coordination. As a result of consultation efforts, coordination is ongoing related to these target populations: chronically and episodically homeless households with or without children, veterans, unaccompanied youth, and people living with HIV/AIDS, survivors of domestic violence, human trafficking and sexual exploitation.

Worcester is increasingly focusing on the Unaccompanied Youth population as a result of the Point-in-Time Survey on Unaccompanied Homeless Youth that has been conducted annually since 2009. The survey has helped the community gauge the extent of the problem, and garners resources to serve the often invisible population of homeless youth. The Survey on Unaccompanied Homeless Youth has been

spearheaded by Worcester's Teen Housing Task Force, now formally known as the Compass Network with 13 partner agencies, and has raised significant community awareness. Beginning in 2014, the Massachusetts Interagency Council on Housing and Homelessness (ICHH) now implements a state-wide survey on homeless youth via the local Continuum of Care Programs in the state. The MA ICHH Youth Point-in-Time survey was modeled after best practices in the Compass Network's efforts to understand the extent of risk factors associated with young adult housing instability in Worcester.

The City of Worcester's role through the Executive Office of Economic Development (EOED) is to coordinate and monitor the system of housing and services for the homeless in Worcester, working closely with community and governmental stakeholders through the following efforts:

- The City coordinates housing and service policies in conjunction with the Central Massachusetts Housing Alliance (CMHA) via its advisory role on the CoC Board and planning process, and chairing the Monitoring and Evaluation Subcommittee for the local CoC.
- The City partially funds and monitors the performance of Triage and Assessment, along with Diversion services, for Homeless Individuals. This provides valuable information regarding housing and service system performance and enables consistent cooperation in quality improvement for service operations.
- The City continues to match funds for the Worcester County Homeless Management Information System (HMIS) that provides valuable data on the number and demographics of the homeless, and service outcomes in partnership with the CoC Lead Agency: CMHA.
- The City continues to compile, analyze, and act on program monitoring reports obtained from funding agencies for all homeless housing and service programs.
- The EOED works collaboratively with various municipal departments to enhance resources to address the multi-faceted issue of homelessness. These municipal players include the Division of Public Health, Office of Emergency Operations, Health and Inspectional Services Division, Workforce Development, Neighborhood Development, and the City Manager's Office on Human Rights and Disabilities.

The Executive Office of Economic Development (EOED) works to foster strong relationships and enhance cooperation and coordination between public and private service and housing providers. Development of the Consolidated Plan benefitted from input from a broad range of stakeholders who contributed through interviews and focus groups, in addition to those who were represented at public meetings and hearings. Entities participating in the process included agencies and groups with expertise in areas such as housing, youth services, case management, mental health, education, employment assistance, basic needs, and health services. As a means of gaining input, individual and group consultations were held with providers of public and affordable housing, and services for homeless, special needs, and low-income populations.

Annually, EOED conducts funding overview and technical assistance workshops for parties interested in applying for HUD entitlement funds through CDBG, HOPWA, and ESG. The workshops are designed to focus and facilitate discussion with interested parties in order to define the key social service issues and community needs in Worcester, to identify gaps in service, and to brainstorm potential strategies to address needs and gaps. The workshops were also designed to foster dialogue among agencies/departments to enhance collaboration and the sharing of information. Participating agencies and groups are contained in Table 2 of this section.

A number of plans and reports were consulted in preparation of the Five year Consolidated Plan, reflecting policies, needs or significant research. These are contained in Table 3 of this section.

The City of Worcester actively participates in ongoing efforts to enhance coordination with private industry, businesses, developers, and social service agencies in order to foster economic development. EOED, through the Business Assistance Division, plays a leadership role in the Worcester Business Resource Alliance (WBRA), a centralized network of business professionals, technical assistance providers, lenders, and community development organizations that collectively provide services to entrepreneurs and small business owners and managers. EOED also meets regularly with neighborhood business associations, and coordinates with the Worcester Regional Chamber of Commerce and Worcester Business Development Corporation. At the state level, EOED has strong partnerships with the Mass. Office of Business Development and MassDevelopment, as well as relationships with the Massachusetts Life Sciences Center and the Massachusetts Manufacturing Extension Partnership (MassMEP).

**Describe consultation with the Continuum(s) of Care that serves the jurisdiction's area in determining how to allocate ESG funds, develop performance standards for and evaluate outcomes of projects and activities assisted by ESG funds, and develop funding, policies and procedures for the operation and administration of HMIS**

Area-wide planning and coordination efforts of the Worcester County Continuum of Care continues to bear fruit. The CoC facilitates on-going consultation and coordination with organizations that provide housing and supportive services for special needs populations including elderly persons, persons with disabilities, persons with HIV/AIDS and homeless persons. The Central Massachusetts Housing Alliance (CMHA) has been designated to lead the annual CoC planning Process and is supported by the rest of Worcester County by chief executives of the county's three entitlement cities (Worcester, Fitchburg, and Leominster). A Continuum of Care board includes wide constituency based on HUD Guidance on Establishing and Operating a Continuum of Care. Sub-committees within the Continuum operate accordingly related to Veterans services, HMIS and data management, and monitoring and outcome evaluation. A working group is focused on improving the region's coordinated entry system for homeless individuals, while the closed-referral system for family housing operates in its own coordinated entry system. Corrections facilities, medical providers and mental health institutions (Worcester County Sheriff's Office, UMass Memorial Medical Center, Community HealthLink, local detox centers and the Dept. of Mental Health) incorporate their discharge planning into the coordinated entry system with CoC partners as well. Evaluation of these working groups and subcommittees inform future funding, policies and outcome standards in serving homeless populations.

The CoC planning process is guided by two principals: an open & inclusive process with broad-based participation by citizens and stakeholders throughout the county; and, a comprehensive approach which develops, coordinates and integrates a system of care for homeless individuals and families, including major sub-populations such as the chronically homeless, mentally-ill, substance abusers, persons with HIV/AIDS, veterans, victims of domestic violence, children, adolescents, adults, and the elderly. Key features of the planning process include: active year-round planning, facilitating completion of planned activities; a committee structure that divides tasks among specialized groups, organized around participants' interests and expertise; work plans for the committees to ensure timely completion of necessary tasks; one vote per agency, encouraging broad participation and preventing dominance by any particular agency; a sub-regional process that helps ensure equitable treatment among geographic service areas; monitoring & evaluation of programs to ensure accountability and optimal service quality; and, widespread dissemination of information about the planning process which facilitates maximum participation.

The CoC planning grant awarded to the CMHA has enabled the CoC Advisory Board and the City to consult with one another in determining how to allocate Emergency Solutions Grant (ESG) funds. Members of the CoC board and diverse funding partners such as the United Way contribute to recommendations for ESG funds, with knowledge of existing needs and resources in the community. In the past 5 years, ESG funds have been used for prevention, rapid-rehousing, street outreach and emergency shelter operations to serve major sub-populations represented in our community. The decision to allocate funds to these activities is greatly informed by the gaps and resources currently available through the federal HEARTH act.

**2. Describe Agencies, groups, organizations and others who participated in the process and describe the jurisdiction's**

**Table 2 – Agencies, groups, organizations who participated**



1	<b>Agency/Group/Organization</b>	CENTRAL MASSACHUSETTS HOUSING ALLIANCE, INC.
	<b>Agency/Group/Organization Type</b>	Housing Services - Housing Services-Children Services-Persons with Disabilities Services-Persons with HIV/AIDS Services-Victims of Domestic Violence Services-homeless Services-Employment Service-Fair Housing Regional organization
	<b>What section of the Plan was addressed by Consultation?</b>	Housing Need Assessment Homeless Needs - Chronically homeless Homeless Needs - Families with children Homelessness Needs - Veterans Homelessness Needs - Unaccompanied youth Homelessness Strategy
	<b>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</b>	CMHA is the lead agency for the annual Continuum of Care (CoC) planning process. This collaborative process involves ongoing consultations with the City and organizations that provide housing and support services for special needs populations including elderly persons, persons with disabilities, persons with HIV/AIDS and homeless persons. These consultations inform the needs assessment, strategic plan, and annual action plan updates.
2	<b>Agency/Group/Organization</b>	SMOC-GREATER WORCESTER HOUSING CONNECTION-AURORA PROGRAM
	<b>Agency/Group/Organization Type</b>	Services - Housing Services-Persons with Disabilities Services-homeless
	<b>What section of the Plan was addressed by Consultation?</b>	Housing Need Assessment Homeless Needs - Chronically homeless Homelessness Strategy

	<b>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</b>	Consulted on the extent of chronic homelessness and homelessness for people with disabilities. Outcomes include improved coordination of services for homeless households without children, chronically homeless, and improvement on Coordinated Assessment, Entry, and Housing Placement.
3	<b>Agency/Group/Organization</b>	L.U.K. Crisis Center, Inc.
	<b>Agency/Group/Organization Type</b>	Services - Housing Services-homeless Services-Health Services - Victims Regional organization
	<b>What section of the Plan was addressed by Consultation?</b>	Housing Need Assessment Homelessness Needs - Unaccompanied youth Homelessness Strategy
	<b>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</b>	Consulted on the needs of unaccompanied youth for the Strategic Plan and Annual Action Plan updates. Anticipated outcomes include improved coordination with the Compass Network, a low-barrier access to service network for unaccompanied youth, and the incorporation of homeless youth needs in the scope of CoC work.
4	<b>Agency/Group/Organization</b>	COMMUNITY HEALTHLINK, INC.
	<b>Agency/Group/Organization Type</b>	Housing Services - Housing Services-Children Services-Persons with Disabilities Services-Persons with HIV/AIDS Services-homeless Services-Health Health Agency Regional organization
	<b>What section of the Plan was addressed by Consultation?</b>	Homeless Needs - Chronically homeless Homelessness Needs - Unaccompanied youth Homelessness Strategy Non-Homeless Special Needs HOPWA Strategy

	<b>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</b>	Agency is a HOPWA subrecipient and major recipient of Continuum of Care grants. Consulted at workshop with service providers. Anticipated outcomes include increased coordination with the CoC for monitoring and evaluation, services for people with disabilities, basic homeless needs, and coordinated entry.
5	<b>Agency/Group/Organization</b>	Friendly House, Inc.
	<b>Agency/Group/Organization Type</b>	Housing Services-Housing Services-Children Services-homeless Services-Education Services-Employment
	<b>What section of the Plan was addressed by Consultation?</b>	Housing Need Assessment Homeless Needs - Families with children Homelessness Needs - Unaccompanied youth Homelessness Strategy HOPWA Strategy Anti-poverty Strategy
	<b>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</b>	Agency is a subrecipient of CDBG and HUD Continuum of Care funds. Consulted at workshop with service providers and during community input meetings. Anticipated outcomes include increased coordination for youth services and services for homeless families with children.
6	<b>Agency/Group/Organization</b>	Catholic Charities
	<b>Agency/Group/Organization Type</b>	Services-Children Services-Elderly Persons Services-Persons with Disabilities
	<b>What section of the Plan was addressed by Consultation?</b>	Housing Need Assessment Homeless Needs - Families with children Non-Homeless Special Needs Anti-poverty Strategy

	<b>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</b>	Ongoing coordination through the Continuum of Care and consulted at workshop with homeless service providers.
7	<b>Agency/Group/Organization</b>	AIDS Project Worcester
	<b>Agency/Group/Organization Type</b>	Housing Services-Persons with Disabilities Services-Persons with HIV/AIDS Services-homeless Services-Health Services-Education Services-Employment Health Agency
	<b>What section of the Plan was addressed by Consultation?</b>	Housing Need Assessment Homeless Needs - Chronically homeless Homelessness Strategy Non-Homeless Special Needs HOPWA Strategy Anti-poverty Strategy
	<b>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</b>	HOPWA subrecipient consulted at workshop with homeless service providers. Increased coordination for non-homeless special needs and the homeless strategy.
8	<b>Agency/Group/Organization</b>	AFRICAN COMMUNITY EDUCATION PROGRAM, INC.
	<b>Agency/Group/Organization Type</b>	Services-Children Services-Education
	<b>What section of the Plan was addressed by Consultation?</b>	Anti-poverty Strategy Non-Housing Community Development Needs
	<b>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</b>	CDBG subrecipient consulted at Children and Youth Service Provider workshop and at the community needs assessment public hearings to provide input. The consultations support continued coordination and the inclusion of the organization's input in the Consolidated Plan and Annual Action Plans.

9	<b>Agency/Group/Organization</b>	Boys and Girls Club
	<b>Agency/Group/Organization Type</b>	Services-Children
	<b>What section of the Plan was addressed by Consultation?</b>	Non-Housing Community Development Needs
	<b>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</b>	Participation in the workshop for service providers and the community needs public hearing helped inform the priority needs and goals of the Consolidated plan and the Annual Action Plans.
10	<b>Agency/Group/Organization</b>	Central MA Regional Planning Commission
	<b>Agency/Group/Organization Type</b>	Regional organization Planning organization
	<b>What section of the Plan was addressed by Consultation?</b>	Housing Need Assessment Market Analysis
	<b>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</b>	In-person consultation improves the coordination between the City of Worcester and the Central Massachusetts Regional Planning Commission.
11	<b>Agency/Group/Organization</b>	Central MA Workforce Investment Board
	<b>Agency/Group/Organization Type</b>	Services-Employment Regional organization
	<b>What section of the Plan was addressed by Consultation?</b>	Economic Development Anti-poverty Strategy
	<b>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</b>	Face-to-face meetings improve coordination for employment and job training opportunities in addition to economic development efforts.
12	<b>Agency/Group/Organization</b>	Centro Las Americas
	<b>Agency/Group/Organization Type</b>	Services-Children Services-Elderly Persons
	<b>What section of the Plan was addressed by Consultation?</b>	Anti-poverty Strategy

	<b>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</b>	Subrecipient participation in the workshop for service providers and the community needs public hearing helped inform the priority needs and goals of the Consolidated Plan and the Annual Action Plans.
13	<b>Agency/Group/Organization</b>	Children's Friend
	<b>Agency/Group/Organization Type</b>	Services-Children
	<b>What section of the Plan was addressed by Consultation?</b>	Non-Homeless Special Needs Non-Housing Community Development Needs
	<b>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</b>	Participation in the focus group for service providers helped inform the priority needs and the goals of the Consolidated Plan and the Annual Action Plans.
14	<b>Agency/Group/Organization</b>	City of Worcester Office of Elder Affairs
	<b>Agency/Group/Organization Type</b>	Services-Elderly Persons Other government - Local
	<b>What section of the Plan was addressed by Consultation?</b>	Non-Homeless Special Needs Non-Housing Community Development Needs
	<b>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</b>	Face-to-face consultation informed the Consolidated Plan and the Annual Action Plans by providing information related to the needs of elderly persons and fostering improved coordination.
15	<b>Agency/Group/Organization</b>	City of Worcester Office of Human Rights and Disabilities
	<b>Agency/Group/Organization Type</b>	Other government – Local
	<b>What section of the Plan was addressed by Consultation?</b>	Non-Homeless Special Needs
	<b>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</b>	Face-to-face meeting to discuss needs related to persons with disabilities. The discussion informed the priority needs and goals of the Consolidated Plan and the Annual Action Plans.

16	<b>Agency/Group/Organization</b>	City of Worcester Youth Opportunities Office
	<b>Agency/Group/Organization Type</b>	Services-Children Other government - Local
	<b>What section of the Plan was addressed by Consultation?</b>	Non-Housing Community Development Needs
	<b>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</b>	Participation in the workshop for service providers anticipated to provide improved coordination around youth services including educational, recreational opportunities, and youth employment, and informs the priority needs and goals of the Consolidated Plan and the Annual Action Plans.
	<b>Agency/Group/Organization</b>	Family Health Center of Worcester, Inc.
	<b>Agency/Group/Organization Type</b>	Services-Health Services-Education Services-Employment
	<b>What section of the Plan was addressed by Consultation?</b>	Non-Housing Community Development Needs
	<b>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</b>	Participation in the workshop for service providers and the community needs public hearings helped to inform the priority needs and goals of the Consolidated Plans and the Annual Action Plans.
18	<b>Agency/Group/Organization</b>	Family Services of Central MA
	<b>Agency/Group/Organization Type</b>	Services-Children Services-Victims of Domestic Violence
	<b>What section of the Plan was addressed by Consultation?</b>	Non-Housing Community Development Needs
	<b>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</b>	The organization's participation in the community needs assessment public hearing helped inform the Needs Assessment portion of the Consolidated Plan.
19	<b>Agency/Group/Organization</b>	Girls Inc.
	<b>Agency/Group/Organization Type</b>	Services-Children
	<b>What section of the Plan was addressed by Consultation?</b>	Non-Housing Community Development Needs

	<b>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</b>	Participation in the workshop for service providers helped inform the Needs Assessment and Strategic Plan sections of the Consolidated Plan.
20	<b>Agency/Group/Organization</b>	MAIN SOUTH COMMUNITY DEV CORP
	<b>Agency/Group/Organization Type</b>	Services - Housing Services-Education Services-Employment Neighborhood Organization
	<b>What section of the Plan was addressed by Consultation?</b>	Housing Need Assessment Anti-poverty Strategy
	<b>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</b>	In-person consultation facilitated continued coordination and helped to inform the Consolidated Plan and the Annual Action Plans.
21	<b>Agency/Group/Organization</b>	Massachusetts Department of Public Health
	<b>Agency/Group/Organization Type</b>	Other government – State
	<b>What section of the Plan was addressed by Consultation?</b>	Lead-based Paint Strategy
	<b>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</b>	This collaboration ensures that statewide reporting for all children will Elevated Blood levels (EBLs) is managed collectively to catch each EBL prior to poisoned level occurring.
22	<b>Agency/Group/Organization</b>	OAK HILL COMMUNITY DEVELOPMENT CORPORATION
	<b>Agency/Group/Organization Type</b>	Services - Housing Neighborhood Organization
	<b>What section of the Plan was addressed by Consultation?</b>	Housing Need Assessment Anti-poverty Strategy
	<b>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</b>	The in-person consultation is anticipated to continue coordination and helped inform the Consolidated Plan and Annual Action Plans.



23	<b>Agency/Group/Organization</b>	Pernet Family Health Services
	<b>Agency/Group/Organization Type</b>	Services-Children Services-Health Neighborhood Organization
	<b>What section of the Plan was addressed by Consultation?</b>	Non-Housing Community Development Needs
	<b>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</b>	The organization's participation in a workshop for service providers helped inform the Needs Assessment and Strategic Plan sections of the Consolidated Plan.
24	<b>Agency/Group/Organization</b>	Regional Environmental Council
	<b>Agency/Group/Organization Type</b>	Services - Nutrition, Urban Gardening, Youth Development
	<b>What section of the Plan was addressed by Consultation?</b>	Non-Housing Community Development Needs
	<b>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</b>	The organization's participation in a workshop for service providers helped inform the Needs Assessment and Strategic Plan sections of the Consolidated Plan.
25	<b>Agency/Group/Organization</b>	SOUTHEAST ASIAN COALITION OF CENTRAL MA
	<b>Agency/Group/Organization Type</b>	Services-Children Services-Elderly Persons Services-Education Services-Employment
	<b>What section of the Plan was addressed by Consultation?</b>	Non-Housing Community Development Needs
	<b>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</b>	Participation in the workshop for service providers and the community needs public hearing helped inform the priority needs and the goals of the Consolidated Plan and the Annual Action Plans.

26	<b>Agency/Group/Organization</b>	South Worcester Neighborhood Improvement Corporation
	<b>Agency/Group/Organization Type</b>	Services-Children Food Pantry
	<b>What section of the Plan was addressed by Consultation?</b>	Non-Housing Community Development Needs
	<b>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</b>	The organization's participation helped inform the Needs Assessment and Strategic Plan sections of the Consolidated Plan.
27	<b>Agency/Group/Organization</b>	WORCESTER COMMON GROUND, INC.
	<b>Agency/Group/Organization Type</b>	Services - Housing Neighborhood Organization
	<b>What section of the Plan was addressed by Consultation?</b>	Housing Need Assessment
	<b>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</b>	The in-person consultation is anticipated to continue coordination and helped to inform the Consolidated Plan and Annual Action Plans.
28	<b>Agency/Group/Organization</b>	Worcester Housing Authority
	<b>Agency/Group/Organization Type</b>	PHA
	<b>What section of the Plan was addressed by Consultation?</b>	Public Housing Needs Non-Homeless Special Needs
	<b>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</b>	Consulted recently completed 5-Year Agency Plan to establish Authority mission, priorities and planned investments in coming years. Face-to-face meeting to gather input concerning public housing needs, planned programs, and activities.
29	<b>Agency/Group/Organization</b>	Worcester Senior Center
	<b>Agency/Group/Organization Type</b>	Services-Elderly Persons Other government - Local
	<b>What section of the Plan was addressed by Consultation?</b>	Non-Homeless Special Needs

	<b>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</b>	The face-to-face meeting and ongoing collaboration provides critical input for meeting the needs of elderly persons.
30	<b>Agency/Group/Organization</b>	City of Worcester Public Health Division
	<b>Agency/Group/Organization Type</b>	Services-Health Other government - County
	<b>What section of the Plan was addressed by Consultation?</b>	Non-Homeless Special Needs Non-Community Development Needs
	<b>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</b>	Ongoing collaboration through the Worcester Lead Abatement Program guides the lead-based paint strategy. Additionally, EOED staff attended the Greater Worcester Regional Community Health Improvement Plan (CHIP) Update public meeting. The CHIP informs the priority needs and goals of the Consolidated Plan and the Annual Action Plans.
31	<b>Agency/Group/Organization</b>	WORCESTER COMMUNITY ACTION COUNCIL
	<b>Agency/Group/Organization Type</b>	Other government - Local Regional organization Anti-Poverty Agency
	<b>What section of the Plan was addressed by Consultation?</b>	Non-Homeless Special Needs Anti-poverty Strategy
	<b>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</b>	The organization's participation in a workshop for service providers helped inform the Needs Assessment and Strategic Plan sections of the Consolidated Plan.
32	<b>Agency/Group/Organization</b>	WORCESTER EAST SIDE CDC
	<b>Agency/Group/Organization Type</b>	Services - Housing Community Development Corporation
	<b>What section of the Plan was addressed by Consultation?</b>	Housing Need Assessment

	<b>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</b>	The in-person consultation is anticipated to continue coordination and inform the Consolidated Plan and the Annual Action Plans.
33	<b>Agency/Group/Organization</b>	Y.O.U. Inc.
	<b>Agency/Group/Organization Type</b>	Services-Children Services-Health Services-Education
	<b>What section of the Plan was addressed by Consultation?</b>	Non-Housing Community Development Needs
	<b>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</b>	Participation in the community needs public hearing helped inform the priority needs and goals of the Consolidated Plan and the Annual Action Plans.

**Identify any Agency Types not consulted and provide rationale for not consulting**

The City of Worcester developed its Consolidated Plan and Annual Action Plans as a result of extensive consultation with housing, social and health service providers, local and regional agencies, and the Worcester Housing Authority. The City has consulted with all of agencies known to be relevant to the Consolidated Plan.

**Other local/regional/state/federal planning efforts considered when preparing the Plan**

Name of Plan	Lead Organization	How do the goals of your Strategic Plan overlap with the goals of each plan?
Continuum of Care	Central MA Housing Alliance	The Continuum of Care Action Plan is an integral part of the City's efforts to address homelessness, including expanding resources for homeless prevention, resolving barriers to housing for homeless persons, and participating in a coordinated entry system.
Worcester Housing Authority 5-Year and Annual Plan	Worcester Housing Authority	The Worcester Housing Authority is responsible for providing decent, safe, and sanitary housing for very low- to moderate-income households, which overlaps with the Strategic Plan goals related to affordable housing and providing access to public housing.
Draft ADA Self-Evaluation (2014)	City of Worcester	The goals of the Strategic Plan include public facility improvements that address the large number of aging buildings and other facilities that pose barriers to residents with disabilities.
CMWIB Strategic Plan FY 2015 to 2017	Central Massachusetts Workforce Investment Board	The goals of the Strategic Plan in the Consolidated Plan overlap with the CMWIB goals related to building the skills of the workforce and fostering economic development
Greater Worcester Region CHIP	Central MA Regional Public Health Alliance	The goals of the Strategic Plan align with the Greater Worcester Region Community Health Improvement Plan (CHIP) in order to improve upon the services provided to residents and to strengthen the public health system.
Housing Market Study (2012)	City of Worcester	This report helps guide the Strategic Plan goals related to affordable housing development and preservation as well as healthy and sustainable housing.

Name of Plan	Lead Organization	How do the goals of your Strategic Plan overlap with the goals of each plan?
Analysis of Impediments to Affordable Housing (2020)	City of Worcester	This report helps guide the Strategic Plan goals related to affordable housing development and preservation.
HOPWA Needs Analysis (2011)	City of Worcester	This report informed the HOPWA Annual Action Plans.
Union Hill Neighborhood Revitalization Action Plan	City of Worcester and Worcester Business Development Corporation	The Union Hill Neighborhood Revitalization Action Plan (2014) guides revitalization efforts in the Union Hill neighborhood, a geographic priority area identified in the Strategic Plan.

**Table 3 – Other local / regional / federal planning efforts**

**Narrative (optional)**

The City of Worcester consulted and will continue to coordinate with the Central MA Workforce Investment Board and the Central MA Regional Planning Commission with regard to needs that go beyond the local jurisdiction, such as workforce development, transportation, and regional housing planning issues. Additionally, the City has a history of participation in state-wide efforts to eliminate childhood lead poisoning and has taken a lead role in the local coordination among critical agencies. The EOED collaborates with the MA Department of Public Health and the Worcester Department of Public Health, and is also actively involved with the Worcester Green and Healthy Homes Coalition (WGHC), a joint effort of public and private agencies, grassroots organizations, and concerned citizens committed to eliminating home health hazards, promoting energy efficiency, and improving health and quality of life in Worcester. Additionally, the EOED is enhancing collaboration with Worcester's Department of Public Health and Worcester Public Schools to provide in-home interventions for school age children that have direct health issues related to housing.

In conformity HUD directives, the City of Worcester Draft Consolidated Submission for Community Planning and Development (2020-2025) Second Year Action Plan (July 1, 2021 – June 30, 2022) is being made available for a 30-day public review and comment period from July 13, 2021 to August 11, 2021. A hardcopy of said Draft Consolidated Submission Second Year Annual Action Plan is available at the City of Worcester, Executive Office of Economic Development (EOED), City Hall, 455 Main Street, 4th Floor, Room 404, Worcester, MA 01608 (open 8:30 AM - 5 PM, normal working days) and was posted on the City's website.

A public hearing will be held at 5:30 PM, Thursday, July 29, 2021 by the Worcester Executive Office of Economic Development in City Hall Room 401 to discuss the Draft Consolidated Plan / Draft Annual Action Plan recommendations and respond to interested parties. The hearing will be televised, recorded, and posted for review by the City's Cable TV network.

## **AP-12 Participation – 91.105, 91.200(c)**

### **1. Summary of citizen participation process/Efforts made to broaden citizen participation Summarize citizen participation process and how it impacted goal-setting**

Beginning in the summer of 2019, the Executive Office of Economic Development (EOED) engaged in a citizen participation process to identify community needs and provide community input on activities and programs to fund. Ten community needs assessment public meetings were held in different parts of the City, with at least one in each of the City Council districts. The meetings were attended by 141 total participants from neighborhoods with underserved, low-income, diverse, and minority residents. All meetings were intentionally held at locations accessible for potential and actual beneficiaries. The public meetings were advertised broadly through the City’s media office as well as through door-to-door neighborhood outreach with at least one bilingual staff member. At each of the meetings, two bilingual staff persons were present that were able to provide translation and/or facilitation in Spanish and Vietnamese. In addition, a special public hearing was also held in the Green Island neighborhood in July 2019 to focus attention on the needs of that, very low- income, inner-city neighborhood (65 persons participated).

The Five (5) Year Consolidated Plan informed the second year (2021-2022) annual action plan outreach/funding recommendation process. The Community Development Advisory Committee (CDAC) traditionally serves as the formal citizen body that provides input on funding applications submitted as part of the city's CDBG Request For Proposal (RFP) process. The CDAC is a citizen advisory committee comprised of ten members, with two from each of Worcester's five council districts. This year, the CDAC met remotely three times in May and June 2021 to evaluate, review and rate CDBG proposals for Public Services, Public Facilities and Improvements, and City Interdepartmental applicants that submitted proposals in response to this year’s RFP, which was issued on March 9, 2021 and due by April 6, 2021.

While the CDAC issues initial advisory recommendations on funding allocations, it is the city administration, through the city manager, that ultimately recommends which CDBG projects and activities to fund which form the basis of the annual action plan.

HOPWA proposals were vetted by the city administration together with the HOPWA Advisory Committee. This committee is composed of experts in community health and the HIV/AIDS field in Worcester County and Connecticut. The process was similar to CDAC in its review, including holding a remote public meeting to introduce the HOPWA process and guidelines, and to review and rate HOPWA proposals.

ESG proposals were vetted by an ESG RFP Review Committee that was comprised of members of the Worcester City and County Continuum of Care (CoC), and local funders of such social services such as the United Way. The ESG RFP Review Committee also followed a similar process to the CDAC in its review, including holding a remote public meeting to introduce the ESG process and guidelines, and to review and rate ESG proposals.



## Citizen Participation Outreach

Sort Order	Mode of Outreach	Target of Outreach	Summary of response/attendance	Summary of comments received	Summary of comments not accepted and reasons	URL (If applicable)
1	Newspaper ad, other media, direct correspondence	Non-English Speaking - Specify other language: Spanish  Non-targeted/broad community	3/8/21 Bilingual newspaper ad, city web posting & direct email notification to 307 contacts: Request for Proposals available online for CDBG, HOPWA, ESG for programs to be funded 7/1/21 - 6/30/22.	n/a	All comments and questions were entertained (due 3/19/21)	<a href="http://www.worcesterma.gov/housing-neighborhood-development/community-development-block-grants/policies-procedures">http://www.worcesterma.gov/housing-neighborhood-development/community-development-block-grants/policies-procedures</a>
2	Other media	Non-targeted/broad community	Technical assistance / Funding Overview: Online PowerPoint slide presentation posted 3/15/21 on CDBG, HOPWA, and ESG program specifics and grant eligibility requirements.	Provide information on HUD programs and RFP applications for potential applicants	All comments and questions were entertained (due 3/19/21)	<a href="http://www.worcesterma.gov/housing-neighborhood-development/community-development-block-grants/policies-procedures">http://www.worcesterma.gov/housing-neighborhood-development/community-development-block-grants/policies-procedures</a>
3	Public Meeting Filmed for City Gov't Access Channel TV rebroadcasts	Non-targeted/broad community	Community Development Advisory Committee (CDAC) virtual meeting 5/10/21. Attendance: 8 CDAC, 3 city staff.	Review CDBG Allocation Process and Schedule; Overview of CDBG RFP Evaluation Criteria and Scoring System; Discussion of 1 <sup>st</sup> 11 Public Services Applications	All comments and questions were entertained.	<a href="https://playchamps.com/worcesterma/event/802">https://playchamps.com/worcesterma/event/802</a>

Sort Order	Mode of Outreach	Target of Outreach	Summary of response/attendance	Summary of comments received	Summary of comments not accepted and reasons	URL (If applicable)
4	Public Hearing Filmed for City Gov't Access Channel TV rebroadcasts	Non-targeted/broad community	Community Development Advisory Committee (CDAC) virtual meeting 5/24/21. Attendance: 7 CDAC, 3 city staff.	Discussion of remaining 10 Public Services Applications, Public Facilities and all Interdepartmental application; Discussion of next steps.	All comments were received.	<a href="https://playchamps.com/worcesterma/event/819">https://playchamps.com/worcesterma/event/819</a>
5	Public Meeting Filmed for City Gov't Access Channel TV rebroadcasts	Non-targeted/broad community	Community Development Advisory Committee (CDAC) virtual meeting 6/7/21. Attendance: 7 CDAC, 3 city staff.	Discussion of RFP CDAC scores; CDAC Advisory Letter to city Manager; Discussion of next steps.	All comments were received.	<a href="https://playchamps.com/worcesterma/event/845">https://playchamps.com/worcesterma/event/845</a>
6	Virtual Public Meeting	Non-targeted/broad community	HOPWA Advisory Committee virtual meeting. Attendance: HOPWA Committee comprised of experts in community health and HIV/AIDS field in Worcester County Eligible Metropolitan Statistical Area, city staff.	Review HOPWA process, guidelines, technical assistance for interested applicants, public review and ranking of RFPs.	All comments were received.	<a href="http://www.worcesterma.gov/housing-neighborhood-development/community-development-block-grants/policies-procedures">http://www.worcesterma.gov/housing-neighborhood-development/community-development-block-grants/policies-procedures</a>

Sort Order	Mode of Outreach	Target of Outreach	Summary of response/attendance	Summary of comments received	Summary of comments not accepted and reasons	URL (If applicable)
7	Virtual Public Meeting	Non-targeted/broad community	ESG RFP Review Committee virtual meeting. Attendance: Representatives from Worcester City and County Continuum of Care (COC) and local social services funders, city staff.	Review ESG process, guidelines, technical assistance for interested applicants, public review and ranking of RFPs.	All comments were received.	<a href="http://www.worcesterma.gov/housing-neighborhood-development/community-development-block-grants/policies-procedures">http://www.worcesterma.gov/housing-neighborhood-development/community-development-block-grants/policies-procedures</a>
8	Newspaper ad, other media, direct correspondence	Non-targeted/broad community	7/12/21 Newspaper ad, city web posting: Draft 2021-2022 Annual Action Plan Public Comment Period (to 8/11/21) and Notice of Public Hearing (7/29/21), Funding recommendations for CDBG, HOME, HOPWA, ESG for programs 7/1/21 - 6/30/22.	Draft 2021-2022 Annual Action Plan Public Comment Period (to 8/11/21) and Notice of Public Hearing (7/29/21), Funding recommendations for CDBG, HOME, HOPWA, ESG for programs 7/1/21 - 6/30/22.	All comments were entertained (due 8/11/21)	<a href="http://www.worcesterma.gov/housing-neighborhood-development/community-development-block-grants/policies-procedures">http://www.worcesterma.gov/housing-neighborhood-development/community-development-block-grants/policies-procedures</a>
9	Public Hearing filmed for City Gov't Access Channel TV rebroadcasts	Non-targeted/broad community	Public Hearing #1 7/29/21.	Allow public input on and discuss 2 <sup>nd</sup> Year Action Plan recommendations	All comments were received	<u>Pending</u>

Sort Order	Mode of Outreach	Target of Outreach	Summary of response/attendance	Summary of comments received	Summary of comments not accepted and reasons	URL (If applicable)
10	Public Hearing filmed for City Gov't Access Channel TV rebroadcasts	Non-targeted/broad community	Public Hearing #2: City Council Standing Committee on Public Health and Human Services to review and discuss 2 <sup>nd</sup> Year Action Plan funding recommendations for CDBG, HOME, HOPWA, ESG.	Discussion and review of 2 <sup>nd</sup> Year Action Plan funding recommendations for CDBG, HOME, HOPWA, ESG.	All comments and questions were received.	<u>Pending</u>

**Table 4 – Citizen Participation Outreach**

## Expected Resources

### AP-15 Expected Resources – 91.220(c)(1,2)

#### Introduction

The following is the anticipated resources the City is expected to receive from CDBG, HOME, HOPWA, and ESG programs. CDBG funds will be used for housing, public improvements, and public service activities. The HOME program is mainly used for new housing unit production. CDBG increased by 0.3%, HOME Program decreased by 7.3%. The HOPWA program was increased by 8.1%. This program is used for case management and rental assistance for people living with HIV/AIDS. The Emergency Solutions Grant is increased by 4.1% year over year. ESG funds are used primarily for homeless prevention and reducing barriers to housing for the homeless population.

#### Anticipated Resources

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 1				Expected Amount Available Remainder of ConPlan \$	Narrative Description
			Annual Allocation: \$	Program Income: \$	Prior Year Resources: \$	Total: \$		
CDBG	public - federal	Acquisition Admin and Planning Economic Development Housing Public Improvements Public Services	4,663,508	50,000	1,608,631	6,322,139	18,966,417	1.0% increase year over year.

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 1				Expected Amount Available Remainder of ConPlan \$	Narrative Description
			Annual Allocation: \$	Program Income: \$	Prior Year Resources: \$	Total: \$		
HOME	public - federal	Acquisition Homebuyer assistance Homeowner rehab Multifamily rental new construction Multifamily rental rehab New construction for ownership TBRA	1,647,133	15,000	815,296	2,477,429	7,432,287	1.4% reduction year over year.
HOPWA	public - federal	Permanent housing in facilities Permanent housing placement Short term or transitional housing facilities STRMU Supportive services TBRA	694,062	0	93,320	787,382	2,362,144	6.6% increase year over year.

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 1				Expected Amount Available Remainder of ConPlan \$	Narrative Description
			Annual Allocation: \$	Program Income: \$	Prior Year Resources: \$	Total: \$		
ESG	public - federal	Conversion and rehab for transitional housing Financial Assistance Overnight shelter Rapid re-housing (rental assistance) Rental Assistance Services Transitional housing	393,659	0	5,138	398,797	1,196,391	2.3% increase year over year.

Table 5 - Expected Resources – Priority Table

**Explain how federal funds will leverage those additional resources (private, state and local funds), including a description of how matching requirements will be satisfied**

Federal funds will be used to leverage other public and private resources in the housing, public facilities, public services, and economic development areas. Matching fund requirements, along with the needed documentation, are specified in the subrecipient agreements. Matching funds include non-federal cash sources, infrastructure, appraised land/real property, and site preparation, construction materials, and donated labor. The City and its program partners will seek funds from the following sources to support the goals identified in this ConPlan: Project-based Section 8 certificates through the Worcester Housing Authority, Low-income housing tax credits, project financing at favorable interest rates from the MassHousing and local lenders, and private contributions to subrecipients.

The City of Worcester will continue to identify funding from the Massachusetts Rental Voucher Program, operated by the Dept. of Housing and Community Development, as a source of additional match. In order to meet its ESG match requirements, the City of Worcester requires all ESG subrecipients to demonstrate a 100% match using other eligible federal, state, local, or private resources.

**If appropriate, describe publically owned land or property located within the jurisdiction that may be used to address the needs identified in the plan**

**Discussion**

The Non-Housing Community Development Needs Analysis in the 5-Year Consolidated Plan provides a description of the needs associated with publicly owned land and property. The City of Worcester owns over 4.5 million square feet of buildings and facilities that either directly service residents, or exist to house activities that service residents. Many of these buildings and facilities may be used to address needs identified in the Conplan, yet many of the facilities are also in need of improvements due to old age, deferred maintenance, and heavy use.

In an effort to address public facilities goals contained in the 2020-2025 Consolidated Plan \$200,000 in CDBG funds have been allocated in the Second Year Action Plan to improve streets, sidewalks, and other forms of eligible public infrastructure within the Green Island neighborhood (in tandem with improvements made by other city departments, public and private partners. Likewise, \$300,000 in CDBG funds has been allocated to the Neighborhood Development Fund, which will also be used to improve streets, sidewalks, sewers, and other forms of eligible public infrastructure. Both of the allocations will benefit low- and moderate-income persons and communities.

All CDBG funded public service activities operate out of facilities that are located within and have the vast majority of the clients that they serve come from the Low-Moderate Income Census Tracts.

Beneficiaries to be served through two public facilities improvement projects to be funded through CDBG during the Second Year Action plan are Girls Inc. of Worcester Signage Improvement Project and Public Facility – Public Safety Upgrade – Worcester Fire Department purchase of new fire truck.

CDBG funded economic development activities will be used for façade improvement and microloan programs that support small business growth and aesthetic improvements to key corridors in distressed areas, retain existing jobs, and create new jobs.

**Discussion**

Overall the projected trend is a 2-10% reduction of Federal Funds in the remaining three years of the five year Conplan in order to address



identified priority needs.

## Annual Goals and Objectives

### AP-20 Annual Goals and Objectives

#### Goals Summary Information

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
1	Affordable Housing Development & Preservation	2015	2019	Affordable Housing	Union Hill Target Area Low-Moderate Income Census Tracts	Assistance for first time homebuyers Development of new affordable housing Development of new mixed-income housing Housing maintenance services Housing repair services Rehabilitation of existing housing stock	CDBG: \$2,896,297 HOME: \$2,477,429	Rental units constructed: 4 Household Housing Unit Rental units rehabilitated: 19 Household Housing Unit Homeowner Housing Added: 5 Household Housing Unit Homeowner Housing Rehabilitated: 12 Household Housing Unit Direct Financial Assistance to Homebuyers: 20 Households Assisted Tenant-based rental assistance / Rapid Rehousing: 30 Households Assisted

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
2	Healthy and Sustainable Housing	2014	2019	Non-Housing Community Development	Low-Moderate Income Census Tracts	Demolition of blighted properties Environmental preservation Home energy efficiency improvements Housing contaminant and pest abatement Housing inspections and code enforcement Systematic housing inspections Weatherization of homes	CDBG: \$270,572	Buildings Demolished: 2 Buildings Housing Code Enforcement/Foreclosed Property Care: 847 Household Housing Unit

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
3	Neighborhood Stabilization & Revitalization	2020	2024	Non-Housing Community Development	Low-Moderate Income Census Tracts	Assistance for first time homebuyers Demolition of blighted properties Development of new affordable housing Development of new mixed-income housing Elimination of area and spot blight Housing contaminant and pest abatement Housing inspections and code enforcement Housing maintenance services Housing repair services Improvement of existing public infrastructure Infill development	CDBG: \$850,146	Public Facility or Infrastructure Activities other than Low/Moderate Income Housing Benefit: 1400 Persons Assisted

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
4	Economic Development & Business Assistance	2020	2024	Non-Housing Community Development	Low-Moderate Income Census Tracts	Attraction and retention of new businesses Economic development loans and capital Job and employment opportunities Job and skills training Recreational and community facilities Small business and storefront improvements Small business assistance Technical assistance to small businesses	CDBG: \$693,347	5 Facade treatment/business building rehabilitation: 9 Business Jobs created/retained: 5 Businesses Assisted

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
5	Public Services for Low-Moderate Income Persons	2020	2024	Non-Homeless Special Needs Non-Housing Community Development	Low-Moderate Income Census Tracts	Case management services Food access and security Health services Information and referral to public services Information and services for new immigrants Transportation and access to public services Youth educational and recreational programs	CDBG: \$699,187	Public service activities other than Low/Moderate Income Housing Benefit: 5749 Persons Assisted

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
6	Improvements and Preservation of Public Facilities	2020	2024	Non-Housing Community Development	Low-Moderate Income Census Tracts	Accessibility improvements for public facilities Energy improvements for public facilities Improvement of existing public infrastructure Improving public facilities for public services New streets and sidewalks	CDBG: \$1,355,821	Public Facility or Infrastructure Activities other than Low/Moderate Income Housing Benefit: 98325 Persons Assisted

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
7	Expanded Resources for Homeless Prevention	2015	2019	Homeless	Low-Moderate Income Census Tracts	Access to public housing Case management services Discharge planning Housing search and advocacy Housing security and eviction prevention Housing stabilization funds Information and referral to public services Mental health and substance abuse services Services for disabled or special needs population	ESG: \$206,233	Tenant-based rental assistance / Rapid Rehousing: 84 Households Assisted Homeless Person Overnight Shelter: 450 Persons Assisted



Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
8	Resolve Barriers to Housing for Homeless Persons	2015	2019	Homeless	Low-Moderate Income Census Tracts	Access to public housing Case management services Coordinated entry system Housing search and advocacy Housing stabilization funds Information and referral to public services Mental health and substance abuse services Rapid re-housing rental assistance Services for disabled or special needs population	ESG: \$206,086	Overnight/Emergency Shelter/Transitional Housing Beds added: 50 Beds Homelessness Prevention: 118 Persons Assisted

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
9	Housing Opportunities for Persons with HIV/AIDS	2015	2019	Homeless Non-Homeless Special Needs	Low-Moderate Income Census Tracts	Case management services Housing search and advocacy Housing security and eviction prevention Rapid re-housing rental assistance Transportation and access to public services	HOPWA: \$805,531	Homelessness Prevention: 70 Persons Assisted Housing for People with HIV/AIDS added: 37 Household Housing Unit HIV/AIDS Housing Operations: 110 Household Housing Unit

Table 6 – Goals Summary

### Goal Descriptions

1	<b>Goal Name</b>	Affordable Housing Development & Preservation
	<b>Goal Description</b>	The affordable housing development & preservation goal includes the development of new and mixed use affordable housing, rehabilitation of existing housing stock, maintenance & repair services, and assistance to first time homebuyers.
2	<b>Goal Name</b>	Healthy and Sustainable Housing
	<b>Goal Description</b>	The healthy and sustainable housing goal includes environmental preservation, weatherization & energy efficiency improvements, housing inspections & code enforcements, systematic housing inspections, and contaminant and pest abatement.

<b>3</b>	<b>Goal Name</b>	Neighborhood Stabilization & Revitalization
	<b>Goal Description</b>	The neighborhood stabilization & revitalization goal includes the development of new affordable housing, development of new mixed-income housing, rehabilitation of existing housing stock, housing maintenance services, housing repair services, assistance for first-time homebuyers, systematic housing inspections, housing contaminant and pest abatement, housing inspections and code enforcement, demolition of blighted properties, elimination of area and spot blight, infill development, new streets and sidewalks, improvement of existing public infrastructure, small business assistance, small business and storefront improvements, revitalization of neighborhoods, and neighborhood public safety improvements.
<b>4</b>	<b>Goal Name</b>	Economic Development & Business Assistance
	<b>Goal Description</b>	The economic development & business assistance goal includes small business assistance, job and employment opportunities, attraction and retention of new businesses, job and skills training, recreational and community facilities, economic development loans, and capital, small businesses and storefront improvements, and technical assistance to small businesses.
<b>5</b>	<b>Goal Name</b>	Public Services for Low-Moderate Income Persons
	<b>Goal Description</b>	The public services for low-moderate income persons goal includes housing maintenance services, environmental preservation, youth educational and recreational programs, neighborhood public safety improvements, information and referral to public services, health services, youth employment opportunities, food access and security, housing security and eviction prevention, senior and elderly services, services for disabled or special needs population, information and services for new immigrants, transportation and access to public services, and substance abuse services.
<b>6</b>	<b>Goal Name</b>	Improvements and Preservation of Public Facilities
	<b>Goal Description</b>	The improvements and preservation of public facilities goal includes new streets and sidewalks, improvement of existing public infrastructure, improving public facilities for public services, improving public facilities serving public safety, energy improvements for public facilities, and accessibility improvements for public facilities.

7	<b>Goal Name</b>	Expanded Resources for Homeless Prevention
	<b>Goal Description</b>	Ensure sufficient resources are available for helping low-income individuals and families avoid becoming homeless, especially extremely low-income individuals and families and those who are: being discharged from publicly funded institutions and systems of care (such as health care facilities, mental health facilities, foster care and other youth facilities and corrections programs and institutions); or, receiving assistance from public or private agencies that address housing, health, social services, employment, education, or youth needs.
8	<b>Goal Name</b>	Resolve Barriers to Housing for Homeless Persons
	<b>Goal Description</b>	This goal is designed to help homeless persons, especially chronically homeless individuals and families, families with children, veterans and their families, and unaccompanied youth, make the transition to permanent housing and independent living, including shortening the period of time that individuals and families experience homelessness and facilitating access for homeless individuals and families to affordable housing units.
9	<b>Goal Name</b>	Housing Opportunities for Persons with HIV/AIDS
	<b>Goal Description</b>	Using City of Worcester HOPWA funds, community-based organizations offer housing resources to PLWHA, including short-term rent, mortgage, and utility assistance payments, rental assistance, and supportive services to address varying needs and barriers to stable housing: Recognizing that being stably housed plays a critical role in ensuring that individuals living with HIV live healthy and productive lives, this goal ensures that housing assistance and supportive services are available to low-income people living with HIV/AIDS (PLWHA) in the areas of Worcester County and Northeastern Connecticut in order to avoid homelessness, or obtain stable housing.

# Projects

## AP-35 Projects – 91.220(d)

### Introduction

The City of Worcester is creating 16 projects to address the goals identified in year 4 (7/1/18 - 6/30/19) of the Action Plan. These 16 projects will address the relevant goals that they are meeting and identify the sources of funds to be used.

### Projects

#	Project Name
1	PUBLIC SERVICES
2	NEIGHBORHOOD DEVELOPMENT FUND
3	PUBLIC FACILITIES FUND
4	AFFORDABLE HOUSING PROGRAMS
5	ECONOMIC DEVELOPMENT
6	CODE ENFORCEMENT
7	DEBT SERVICE
8	HOPWA18 AIDS PROJECT WORCESTER
9	HOPWA18 COMMUNITY HEALTHLINK
10	HOPWA18 MONTACHUSETT OPPORTUNITY COUNCIL
11	HOPWA18 CT PERCEPTION PROGRAMS
12	HOPWA18 GRANTEE ADMIN
13	HESG18 – WORCESTER
14	CDBG PLANNING & ADMINISTRATION
15	HOME ADMIN
16	TBRA (TENANT BASED RENTAL ASSISTANCE)
17	GREEN ISLAND PROJECTS

Table 7 - Project Information

### Describe the reasons for allocation priorities and any obstacles to addressing underserved needs

Challenges to meeting underserved needs in the coming year stem primarily from increasing demand for program activities combined with decreasing amounts of funding. In order to maximize efficiency and achieve a greater impact, the City proposes the following actions:

- Annually, EOED conducts funding overview and technical assistance workshops for parties interested in applying for HUD entitlement funds through CDBG, HOPWA, and ESG, (usually

planned for November). The workshops are designed to focus and facilitate discussion with interested parties in order to define the key social service issues and community needs in Worcester, to identify gaps in service, and to brainstorm potential strategies to address needs and gaps. The workshops were also designed to foster dialogue among agencies/departments to enhance collaboration and the sharing of information.

- Continue to work to improving access to services by persons with limited English proficiency in order to reach underserved populations. According to recent U.S. Census American Community Survey data, 18 percent of the Worcester population speaks a language other than English and speaks English less than “very well.” It is therefore important to ensure that critical programs and services address language and cultural barriers that isolate households and impede successful utilization of community resources. This proposed action includes developing a Language Assistance Plan for HUD Entitlement Programs.

**AP-38 Project Summary**  
**Project Summary Information**

<b>1</b>	<b>Project Name</b>	PUBLIC SERVICES
	<b>Target Area</b>	Low-Moderate Income Census Tracts
	<b>Goals Supported</b>	Public Services for Low-Moderate Income Persons
	<b>Needs Addressed</b>	Youth educational and recreational programs Information and referral to public services Health services Food access and security Information and services for new immigrants Transportation and access to public services Case management services
	<b>Funding</b>	CDBG: \$699,187
	<b>Description</b>	Public Services activities other than Low/Moderate Income Housing Benefit.
	<b>Target Date</b>	6/30/2021
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	It is projected that 5,749 persons will be served by public service activities during the second year action plan (7/1/2021 - 6/30/2020). It is estimated that 69% (or approx. 3,967) will be persons from families/households, with the remaining 31% (or approx. 1,782) being individual adults. Among persons to served it is estimated that 86% (approx. 4,944) will be of extremely low income (0-30% Median Household Income), 10% (approx. 575) will be of very low income (31-50% Median Household Income), and 4% (approx. 230) will be of low income (51-80% Median Household Income).
	<b>Location Description</b>	Service site addresses (all City of Worcester, MA): AFRICAN COMMUNITY EDUCATION (ACE), 10 Irving St., 01609 and 484 Main St., 01608; CENTRO LAS AMERICAS, 11 Sycamore St., 01608 and 174 Tacoma St. 01605; COMMUNITY BUILDERS, 16 Laurel St., 01608; DISMAS HOUSE, 30 Richards St., 01603; ECO TARIUM, 222 Harrington Way, 01604; FAMILY HEALTH CENTER OF WORCESTER, 26 Queen St., 01610; FRIENDLY HOUSE, 36 Wall St., 01604 and 16 Laurel St., 01608; QUINSIGAMOND VILLAGE COMMUNITY CENTER, 16 Greenwood St., 01607; RACHEL'S TABLE, 1050 Main St., 01603; SOUTHEAST ASIAN COALITION OF CENTRAL MA, 484 Main St., 01608; SOUTH WORCESTER NEIGHBORHOOD CENTER, 47 Camp St., 01603 and 50 Canton St., 01610; WORCESTER HOUSING AUTHORITY, 40 Belmont St., 01605.



	<b>Planned Activities</b>	AFRICAN COMMUNITY EDUCATION (ACE) - After School Program; CENTRO LAS AMERICAS - Case Management, Emergency Food Pantry; COMMUNITY BUILDERS - Volunteer Income Tax Preparation Assistance; DISMAS HOUSE – Basic Advocacy for Reentry; ECO TARIUM – Access Community Outreach Programs; FAMILY HEALTH CENTER OF WORCESTER - Emergency Dental Services, Healthcare for Homeless Families; FRIENDLY HOUSE - Case Management, Youth Development Services; QUINSIGAMOND VILLAGE COMMUNITY CENTER – Basic Needs Services; RACHEL'S TABLE - Children's Milk Fund; SOUTHEAST ASIAN COALITION OF CENTRAL MA – Case Management, Employment Education Preparedness; SOUTH WORCESTER NEIGHBORHOOD CENTER – Case Management; WORCESTER HOUSING AUTHORITY – Elder Transportation
<b>2</b>	<b>Project Name</b>	NEIGHBORHOOD DEVELOPMENT FUND
	<b>Target Area</b>	Low-Moderate Income Census Tracts
	<b>Goals Supported</b>	Neighborhood Stabilization & Revitalization
	<b>Needs Addressed</b>	Development of new affordable housing Development of new mixed-income housing Rehabilitation of existing housing stock Housing maintenance services Housing repair services Assistance for first time homebuyers Systematic housing inspections Housing contaminant and pest abatement Elimination of area and spot blight Infill development New streets and sidewalks Small business assistance Recreational and community facilities Economic development loans and capital Small business and storefront improvements Technical assistance to small businesses Revitalization of neighborhoods Neighborhood public safety improvements
	<b>Funding</b>	CDBG: \$459,984
	<b>Description</b>	Public Facilities Improvements other than Low/Moderate Income Housing Benefit.
	<b>Target Date</b>	6/30/2021

	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	The population of the Green Island Target Area (Census Tract 7325.00) was 1,953 persons (2018 US Census American Community Survey), of which 1,935 persons (99%) lived in households, of which 1,276 (65%) were in family households (two or more persons related by birth, marriage, or adoption). Low and Moderate Income Population comprised 82.7% (the 5 <sup>th</sup> highest percent among the city's 44 census tracts. 33.9% of persons were in poverty (compared to 22.1% citywide).
	<b>Location Description</b>	The Green Island Neighborhood target area corresponds to U.S. Census Tract 7325.00. Located just south of the city's downtown, it is a 0.31 square mile, triangular shaped tract bordered on the east by I-290, the southwest by Providence and Worcester Railroad, and the northwest by CSX railroad. The neighborhood is an urbanized, older, predominantly low income inner city neighborhood of mixed uses – housing (mostly 1-3 family wood frame), industrial and warehouses, small commercial stores and bars. Mostly developed 1860s – 1920s along the former Blackstone Canal (which runs underneath Harding St.).
	<b>Planned Activities</b>	CDBG funds will be targeted to the revitalization of the Green Island Neighborhood in tandem with the construction of the new minor league baseball stadium and mixed-use development in the area. Similar to recent efforts in the Union Hill neighborhood, the city plans to use a multi-departmental approach to work with residents and stakeholders to develop a revitalization plan which will redevelop homes (exteriors and internal core systems), businesses, streets, sidewalks, trees, and other improvements and seek to preserve neighborhood affordability.
<b>3</b>	<b>Project Name</b>	PUBLIC FACILITIES FUND
	<b>Target Area</b>	Low-Moderate Income Census Tracts
	<b>Goals Supported</b>	Improvements and Preservation of Public Facilities
	<b>Needs Addressed</b>	New streets and sidewalks Improvement of existing public infrastructure Improving public facilities for public services Improving public facilities serving public safety Energy improvements for public facilities Accessibility improvements for public facilities
	<b>Funding</b>	CDBG: 1,053,004

	<b>Description</b>	Public Facilities Improvements other than Low/Moderate Income Housing Benefit.
	<b>Target Date</b>	6/30/2021
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	Beneficiaries to be served through 2 public facilities improvement projects to be funded through CDBG during the Second Year Action plan: GIRLS INC. OF WORCESTER (Signage Improvement Project) – annually serves 1,400 persons (66% or 924 low- and moderate-income persons).; PUBLIC FACILITY – PUBLIC SAFETY UPGRADE WORCESTER FIRE DEPARTMENT (Purchase New Fire Truck) – Citywide low- and moderate income population equals 98,325 (57.31%)
	<b>Location Description</b>	City of Worcester locations of the 2 public facilities improvement projects to be funded through CDBG during the Second Year Action plan are: GIRLS INC. OF WORCESTER, 125 Providence St., 01604 (Census Tract 7327.00); WORCESTER FIRE DEPARTMENT – 141 Grove St., 01605 (Census Tract 7305.00).
	<b>Planned Activities</b>	Planned activities to be funded through 2 public facilities improvement projects under CDBG during the Second Year Action plan are: GIRLS INC. OF WORCESTER – Signage Improvement Project; WORCESTER FIRE DEPARTMENT - Purchase New Fire Truck Grove Street Fire Station.
<b>4</b>	<b>Project Name</b>	AFFORDABLE HOUSING PROGRAMS
	<b>Target Area</b>	Union Hill Target Area Low-Moderate Income Census Tracts
	<b>Goals Supported</b>	Affordable Housing Development & Preservation
	<b>Needs Addressed</b>	Development of new affordable housing Development of new mixed-income housing Rehabilitation of existing housing stock Housing maintenance services Housing repair services Assistance for first time homebuyers Infill development
	<b>Funding</b>	CDBG: \$2,211,540 HOME: \$2,141,716
	<b>Description</b>	
	<b>Target Date</b>	6/30/2021

	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	
	<b>Location Description</b>	
	<b>Planned Activities</b>	
<b>5</b>	<b>Project Name</b>	ECONOMIC DEVELOPMENT
	<b>Target Area</b>	Low-Moderate Income Census Tracts
	<b>Goals Supported</b>	Economic Development & Business Assistance
	<b>Needs Addressed</b>	Small business assistance Job and employment opportunities Attraction and retention of new businesses Job and skills training Recreational and community facilities Economic development loans and capital Small business and storefront improvements Technical assistance to small businesses
	<b>Funding</b>	CDBG: \$628,328
	<b>Description</b>	Economic Development and Business Assistance
	<b>Target Date</b>	6/30/2021
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	It is estimated that 5 businesses will be assisted, 9 jobs created or retained, and 5 businesses will receive Façade treatment/business rehabilitation
	<b>Location Description</b>	City of Worcester
	<b>Planned Activities</b>	It is estimated that 5 businesses will be assisted, 9 jobs created or retained, and 5 businesses will receive Façade treatment/business rehabilitation
<b>6</b>	<b>Project Name</b>	CODE ENFORCEMENT
	<b>Target Area</b>	Low-Moderate Income Census Tracts
	<b>Goals Supported</b>	Healthy and Sustainable Housing

	<b>Needs Addressed</b>	Systematic housing inspections Housing contaminant and pest abatement Housing inspections and code enforcement Home energy efficiency improvements Weatherization of homes Environmental preservation
	<b>Funding</b>	CDBG: \$207,000
	<b>Description</b>	The Systematic Housing Inspections Program is expected to arrest neighborhood decline and deterioration by proactively identifying and inspecting for code violations in neighborhoods and by undertaking activities to demolish hazardous buildings in order to stabilize immediate area, and to eliminate specific conditions of blight or physical decay on a spot basis throughout the City of Worcester.
	<b>Target Date</b>	6/30/2021
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	It is estimated that 847 units of housing will be inspected benefitting up to that amount of families with the proposed activity. At least 2 families in the surrounding areas to the projects sites will benefit from this activity.
	<b>Location Description</b>	The Systematic Housing Inspections Program will take place will be in a Low-Moderate area's of the City. Previous locations included Union Hill and Main South areas. Demolition activities can occur throughout the City.
	<b>Planned Activities</b>	
<b>7</b>	<b>Project Name</b>	DEBT SERVICE
	<b>Target Area</b>	Low-Moderate Income Census Tracts
	<b>Goals Supported</b>	Affordable Housing Development & Preservation
	<b>Needs Addressed</b>	Development of new affordable housing
	<b>Funding</b>	CDBG: \$330,000
	<b>Description</b>	
	<b>Target Date</b>	6/30/2021
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	
	<b>Location Description</b>	

	<b>Planned Activities</b>	
<b>8</b>	<b>Project Name</b>	HOPWA19 AIDS PROJECT WORCESTER
	<b>Target Area</b>	Low-Moderate Income Census Tracts
	<b>Goals Supported</b>	Housing Opportunities for Persons with HIV/AIDS
	<b>Needs Addressed</b>	Housing security and eviction prevention Transportation and access to public services Case management services Housing search and advocacy Rapid re-housing rental assistance Housing stabilization funds
	<b>Funding</b>	HOPWA: \$325,181
	<b>Description</b>	AIDS Project Worcester uses HOPWA funds to continue its Housing Services Program for people living with HIV/AIDS (PLWHA) in Central MA, through homelessness prevention and rental start up assistance.
	<b>Target Date</b>	6/30/2021
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	87 households with at least one member living with HIV/AIDS
	<b>Location Description</b>	City of Worcester Eligible Metropolitan Statistical Area (EMSA)
	<b>Planned Activities</b>	The program consists of four components: 1) Short-term rent, mortgage, and utility assistance (STRMU); 2) Permanent Housing Placement, providing payments for the first and last months' rent for eligible clients; 3) Tenant-Based Rental Assistance and 4) Housing Case Management.
<b>9</b>	<b>Project Name</b>	HOPWA19 COMMUNITY HEALTHLINK
	<b>Target Area</b>	Low-Moderate Income Census Tracts
	<b>Goals Supported</b>	Housing Opportunities for Persons with HIV/AIDS
	<b>Needs Addressed</b>	Transportation and access to public services Mental health and substance abuse services Case management services Housing search and advocacy
	<b>Funding</b>	HOPWA: \$136,904

	<b>Description</b>	Description Community Healthlink, Inc. is a non-profit organization that provides housing supportive services to people living with HIV/AIDS.
	<b>Target Date</b>	6/30/2021
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	12 households with at least one family member living with HIV/AIDS.
	<b>Location Description</b>	City of Worcester Eligible Metropolitan Statistical Area (EMSA)
	<b>Planned Activities</b>	Housing Supportive Services within Permanent Supportive Housing programs assist tenants in maintaining permanent housing; maintaining their use of community resources and benefits; and achieve short term goals towards self-sufficiency.
<b>10</b>	<b>Project Name</b>	HOPWA19 MONTACHUSETT OPPORTUNITY COUNCIL
	<b>Target Area</b>	Low-Moderate Income Census Tracts
	<b>Goals Supported</b>	Housing Opportunities for Persons with HIV/AIDS
	<b>Needs Addressed</b>	Housing security and eviction prevention Transportation and access to public services Case management services Housing search and advocacy Rapid re-housing rental assistance
	<b>Funding</b>	HOPWA: \$215,132
	<b>Description</b>	
	<b>Target Date</b>	6/30/2021
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	8 chronically homeless individuals living with HIV/AIDS and their family members.
	<b>Location Description</b>	City of Worcester Eligible Metropolitan Statistical Area (EMSA).
	<b>Planned Activities</b>	Funding for Rental Assistance and Supportive Services for the Housing First Supportive Housing program, a scattered site 7-unit permanent housing program in North Worcester County.

<b>12</b>	<b>Project Name</b>	HOPWA20 GRANTEE ADMIN
	<b>Target Area</b>	Low-Moderate Income Census Tracts
	<b>Goals Supported</b>	Housing Opportunities for Persons with HIV/AIDS
	<b>Needs Addressed</b>	Housing security and eviction prevention Transportation and access to public services Case management services Housing search and advocacy Rapid re-housing rental assistance
	<b>Funding</b>	HOPWA: \$20,8210
	<b>Description</b>	
	<b>Target Date</b>	6/30/2021
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	The total households expected to benefit from HOPWA services under the Year 3 Action Plan is 108 households.
	<b>Location Description</b>	City of Worcester Eligible Metropolitan Statistical Area (EMSA).
	<b>Planned Activities</b>	Financial Management and Program Oversight of HOPWA activities: •Housing Supportive Services •Tenant-Based Rental Assistance •Short-Term Rent, Mortgage, and Utility Assistance •Permanent Housing Placement •Housing Facility Operations
<b>13</b>	<b>Project Name</b>	HESG20 - WORCESTER
	<b>Target Area</b>	Low-Moderate Income Census Tracts



	<b>Goals Supported</b>	Expanded Resources for Homeless Prevention Resolve Barriers to Housing for Homeless Persons
	<b>Needs Addressed</b>	Information and referral to public services Housing security and eviction prevention Services for disabled or special needs population Mental health and substance abuse services Access to public housing Case management services Coordinated entry system Discharge planning Housing search and advocacy Rapid re-housing rental assistance Housing stabilization funds
	<b>Funding</b>	ESG: \$412,319
	<b>Description</b>	Emergency Solutions Grant Program supports City-wide strategies to address the housing needs of homeless and at-risk households in the City of Worcester.
	<b>Target Date</b>	6/30/2021
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	Approximately 686 homeless and at-risk households (individual and family).
	<b>Location Description</b>	City of Worcester
	<b>Planned Activities</b>	Street Outreach Emergency Shelter Rapid Re-Housing Homelessness Prevention HMIS
<b>14</b>	<b>Project Name</b>	CDBG PLANNING & ADMINISTRATION
	<b>Target Area</b>	Low-Moderate Income Census Tracts
	<b>Goals Supported</b>	Affordable Housing Development & Preservation Healthy and Sustainable Housing Neighborhood Stabilization & Revitalization Economic Development & Business Assistance Public Services for Low-Moderate Income Persons Improvements and Preservation of Public Facilities

	<p><b>Needs Addressed</b></p>	<ul style="list-style-type: none"> <li>Development of new affordable housing</li> <li>Development of new mixed-income housing</li> <li>Rehabilitation of existing housing stock</li> <li>Housing maintenance services</li> <li>Housing repair services</li> <li>Assistance for first time homebuyers</li> <li>Systematic housing inspections</li> <li>Housing contaminant and pest abatement</li> <li>Housing inspections and code enforcement</li> <li>Home energy efficiency improvements</li> <li>Weatherization of homes</li> <li>Environmental preservation</li> <li>Demolition of blighted properties</li> <li>Elimination of area and spot blight</li> <li>Infill development</li> <li>New streets and sidewalks</li> <li>Improvement of existing public infrastructure</li> <li>Small business assistance</li> <li>Job and employment opportunities</li> <li>Attraction and retention of new businesses</li> <li>Job and skills training</li> <li>Recreational and community facilities</li> <li>Economic development loans and capital</li> <li>Small business and storefront improvements</li> <li>Technical assistance to small businesses</li> <li>Improving public facilities for public services</li> <li>Revitalization of neighborhoods</li> <li>Improving public facilities serving public safety</li> <li>Energy improvements for public facilities</li> <li>Accessibility improvements for public facilities</li> <li>Youth educational and recreational programs</li> <li>Neighborhood public safety improvements</li> <li>Information and referral to public services</li> <li>Health services</li> <li>Youth employment opportunities</li> <li>Food access and security</li> <li>Housing security and eviction prevention</li> <li>Senior and elderly services</li> <li>Services for disabled or special needs population</li> <li>Information and services for new immigrants</li> <li>Transportation and access to public services</li> </ul>
--	-------------------------------	-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

	<b>Funding</b>	CDBG: \$976,326
	<b>Description</b>	
	<b>Target Date</b>	6/30/2021
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	
	<b>Location Description</b>	
	<b>Planned Activities</b>	
15	<b>Project Name</b>	HOME ADMIN
	<b>Target Area</b>	Low-Moderate Income Census Tracts
	<b>Goals Supported</b>	Affordable Housing Development & Preservation
	<b>Needs Addressed</b>	Development of new affordable housing Development of new mixed-income housing Rehabilitation of existing housing stock Housing maintenance services Housing repair services Infill development
	<b>Funding</b>	HOME: \$165,713
	<b>Description</b>	
	<b>Target Date</b>	6/30/2021
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	
	<b>Location Description</b>	
	<b>Planned Activities</b>	
16	<b>Project Name</b>	TBRA (TENANT BASED RENTAL ASSISTANCE)
	<b>Target Area</b>	Low-Moderate Income Census Tracts
	<b>Goals Supported</b>	Affordable Housing Development & Preservation
	<b>Needs Addressed</b>	Housing stabilization funds
	<b>Funding</b>	HOME: \$170,000
	<b>Description</b>	

	<b>Target Date</b>	6/30/2021
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	At least 50 homeless households.
	<b>Location Description</b>	City of Worcester.
	<b>Planned Activities</b>	Rental Assistance of up to 24 months for each household.
17	<b>Project Name</b>	GREEN ISLAND PROJECTS
	<b>Target Area</b>	Low-Moderate Income Census Tracts
	<b>Goals Supported</b>	Neighborhood Stabilization & Revitalization
	<b>Needs Addressed</b>	Development of new affordable housing Development of new mixed-income housing Rehabilitation of existing housing stock Housing maintenance services Housing repair services Assistance for first time homebuyers Systematic housing inspections Housing contaminant and pest abatement Elimination of area and spot blight Infill development New streets and sidewalks Small business assistance Recreational and community facilities Economic development loans and capital Small business and storefront improvements Technical assistance to small businesses Revitalization of neighborhoods Neighborhood public safety improvements
	<b>Funding</b>	CDBG: \$200,000
	<b>Description</b>	
	<b>Target Date</b>	6/30/2021
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	
	<b>Location Description</b>	

	<b>Planned Activities</b>	
--	---------------------------	--

## AP-50 Geographic Distribution – 91.220(f)

### Description of the geographic areas of the entitlement (including areas of low-income and minority concentration) where assistance will be directed

The City of Worcester is comprised of 44 U.S. Census tracts, of which 26 tracts had 51.0% or more of their populations being persons of Low-Moderate Income (LMI) - defined by HUD as households whose incomes were 80% or less of the metropolitan area median income as adjusted for family size. These 26 LMI tracts are: 7304.01, 7304.02; 7305.00; 7310.02; 7311.01, 7311.02, 7312.03, 7312.04, 7313.00, 7314.00, 7315.00, 7316.00, 7317.00, 7318.00, 7319.00, 7320.01, 7322.01, 7322.02; 7322.03, 7323.02, 7324.00, 7325.00, 7326.00, 7327.00, 7329.02, and 7330.00. (see attached 2015 Low Income Population City of Worcester Map for locations). An examination of the attached Demographic Analysis of Target Areas Tables show that these 26 LMI tracts has a greater proportion of the city's racial and ethnic minority populations. According to the latest U.S. Census estimates (from 2018), the citywide percentages by racial and ethnic populations were: 53.3% White, non-Hispanic, 23.1% Hispanic, 11.7% Black/African American, non-Hispanic, 8.8% Asian, non-Hispanic, 2.7% multi-race, non-Hispanic, 0.4% all other single races. In comparison within these 26 tracts with majority Low-Moderate Income populations, the latest U.S. Census estimates (from 2018) reported the following percentages by racial and ethnic populations: 45.7% White, non-Hispanic, 29.9% Hispanic, 12.9% Black/African American, non-Hispanic, 8.1% Asian, non-Hispanic, 2.3% multi-race, non-Hispanic, 1.1% all other single races.

One of these tracts, 7325.00, was ranked as one of the top 5 of the city's most distressed and the with high levels of poverty, crime, problems with idle youth including gangs and drugs, foreclosed properties, absentee property ownership, vacant/boarded-up buildings, empty lots and other economic distress factors. This tract (7325.00) is the focus of the Green Island neighborhood, which will work across multiple City departments in concert with key community institutions and stakeholders to improve the quality of life in that area.

The city's focus on targeted, strategic neighborhood development and revitalization is exemplified by the targeting of allocations to programs that serve Low-Moderate Income census tracts particularly in the Green Island neighborhood. Overall 98% non-administrative, Second Year Annual Action Plan (7/1/2021 - 6/30/2022) funds are targeted to activities located or that serve the above reported 26 LMI Census Tracts, of which 11% of allocated funds will directly serve the Green Island neighborhood.

Target Area	Percentage of Funds
Low-Moderate Income Census Tracts	87
Green Island Target Area	11

**Table 8 - Geographic Distribution**

## **Rationale for the priorities for allocating investments geographically**

Beginning in the summer of 2019, the Executive Office of Economic Development (EOED) engaged in a citizen participation process to identify community needs and provide community input on activities and programs to fund. Ten community needs assessment public meetings were held in different parts of the City, with at least one in each of the City Council districts. The meetings were attended by 141 total participants from neighborhoods with underserved, low-income, diverse, and minority residents. All meetings were intentionally held at locations accessible for potential and actual beneficiaries. The public meetings were advertised broadly through the City's media office as well as through door-to-door neighborhood outreach with at least one bilingual staff member. At each of the meetings, two bilingual staff persons were present that were able to provide translation and/or facilitation in Spanish and Vietnamese. In addition, a special public hearing was also held in the Green Island neighborhood in July 2019 to focus attention on the needs of that, very low-income, inner-city neighborhood (65 persons participated).

The Five (5) Year Consolidated Plan informed the second year (2021-2022) annual action plan outreach/funding recommendation process. The Community Development Advisory Committee (CDAC) traditionally serves as the formal citizen body that provides input on funding applications submitted as part of the city's CDBG Request For Proposal (RFP) process. The CDAC is a citizen advisory committee comprised of ten members, with two from each of Worcester's five council districts. This year, the CDAC met remotely three times in May and June 2021 to evaluate, review and rate CDBG proposals for Public Services, Public Facilities and Improvements, and City Interdepartmental applicants that submitted proposals in response to this year's RFP, which was issued on March 9, 2021 and due by April 6, 2021.

While the CDAC issues initial advisory recommendations on funding allocations, it is the city administration, through the city manager, that ultimately recommends which CDBG projects and activities to fund which form the basis of the annual action plan.

HOPWA proposals were vetted by the city administration together with the HOPWA Advisory Committee. This committee is composed of experts in community health and the HIV/AIDS field in Worcester County and Connecticut. The process was similar to CDAC in its review, including holding a remote public meeting to introduce the HOPWA process and guidelines, and to review and rate HOPWA proposals.

ESG proposals were vetted by an ESG RFP Review Committee that was comprised of members of the Worcester City and County Continuum of Care (CoC), and local funders of such social services such as the United Way. The ESG RFP Review Committee also followed a similar process to the CDAC in its review, including holding a remote public meeting to introduce the ESG process and guidelines, and to review and rate ESG proposals.

## **Discussion**

As discussed above, 98% non-administrative, Second Year Annual Action Plan (7/1/2021 – 6/30/2022) funds are targeted to activities located or that serve the above reported 26 LMI Census Tracts, of which

11% will directly serve the Green Island Target Area.

In an effort to address public facilities goals contained in the 2020-2025 Consolidated Plan \$200,000 in CDBG funds have been allocated in the Second Year Action Plan to improve streets, sidewalks, and other forms of eligible public infrastructure within the Green Island neighborhood (in tandem with improvements made by other city departments, public and private partners. Likewise, \$300,000 in CDBG funds has been allocated to the Neighborhood Development Fund, which will also be used to improve streets, sidewalks, sewers, and other forms of eligible public infrastructure. Both of the allocations will benefit low- and moderate-income persons and communities.

All CDBG funded public service activities operate out of facilities that are located within and have the vast majority of the clients that they serve come from the Low-Moderate Income Census Tracts.

Beneficiaries to be served through two public facilities improvement projects to be funded through CDBG during the Second Year Action plan are Girls Inc. of Worcester Signage Improvement Project and Public Facility – Public Safety Upgrade – Worcester Fire Department purchase of new fire truck.

CDBG funded economic development activities will be used for façade improvement and microloan programs that support small business growth and aesthetic improvements to key corridors in distressed areas, retain existing jobs, and create new jobs.



## Affordable Housing

### AP-55 Affordable Housing – 91.220(g)

#### Introduction

The City of Worcester will directly support households with rental assistance, production of new units, rehabilitation of existing units, and acquisition of existing units through the following goals:

- Goal 1 Affordable Housing Development & Preservation,
- Goal 7 Expanded Resources for Homeless Prevention
- Goal 8 Resolve Barriers to Housing for Homeless Persons, and
- Goal 9 Housing Opportunities for Persons with HIV/AIDS.

Below is the summary breakdown of the support provided from the above goals.

<b>One Year Goals for the Number of Households to be Supported</b>	
Homeless	0
Non-Homeless	89
Special-Needs	25
Total	114

**Table 9 - One Year Goals for Affordable Housing by Support Requirement**

<b>One Year Goals for the Number of Households Supported Through</b>	
Rental Assistance	55
The Production of New Units	16
Rehab of Existing Units	43
Acquisition of Existing Units	0
Total	114

**Table 10 - One Year Goals for Affordable Housing by Support Type**

#### Discussion

While it is estimated that nearly 500 homeless individuals or those who will be prevented from homelessness will be served with ESG/HOPWA funds between Emergency Shelter, Street Outreach, Homeless Prevention and Rapid Rehousing, the above number includes only those who will be supported by a direct rental assistance subsidy through ESG or HOPWA’s STRMU/PHP and TBRA projects.

## **AP-60 Public Housing – 91.220(h)**

The Worcester Housing Authority's (WHA) mission is to enhance the Worcester community by creating and sustaining decent, safe, and affordable housing that champions stability and self-sufficiency for our residents.

WHA is an autonomous corporation which is allowed to act as a municipal entity and participate in municipal benefits.

The City's Executive Office of Economic Development's Housing Development Division and the WHA operate independently, and therefore the Housing Development Division's direct role in providing public housing is limited.

### **Actions planned during the next year to address the needs to public housing**

Clearly the most difficult issue facing low income households in Worcester is the availability of affordable housing options currently almost 40% of mobile voucher holders are requesting extensions to identify an eligible unit. Additionally, almost 30% of vouchers issued are being returned (after exhausting all extensions) due to the lack of affordable apartments. This is a slight increase from previous year that was around 27%. The COVID pandemic and the extensions offered by HUD may be misleading the current numbers as typically participants have 6 months to find an apartment. Currently, we have numerous families that have been searching for an apartment for over 15 months. When those vouchers expire, the percentage of returned vouchers will increase dramatically.

The WHA's strategy with regard to its public housing inventory is to:

- Continue to maintain a 98% or higher monthly occupancy rate agency wide;
- Decrease unit turnover time in an effort to house families more efficiently;
- Monitor the opening and closing of its waiting lists to ensure that applicants' wait time is reduced to as short as possible;
- Increase the number of private landlords who participate in the Section 8 Housing Choice Voucher program;
- Continue its rigorous screening of applicants to ensure that landlords are renting to qualified candidates, increasing the desirability of the Housing Choice Voucher program;
- Apply for additional HCV should they become available.

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

The Worcester Housing Authority has developed a program to help residents become self-sufficient. Our program is called "A Better Life" (ABL). This program offers interested applicants a faster means to secure an apartment for their family compared to the standard waiting time for a public housing apartment. In return, the applicant agrees to do those things necessary to provide their family with a

better life. WHA will work with them every step of the way. The program is mandatory for state public housing residents but voluntary for federal housing residents.

The ABL program continues to have a tremendous impact with the residents participating in this program. Participants continue to make significant improvements with their education, employment and finances.

Minimal Evictions - Since the work/school requirement was implemented in May 2015, only two families have lost their housing assistance due to this requirement. The program services over 500 families per year.

Substantial increase in number of residents employed - Of the 234 clients, only 37% were employed when they enrolled in ABL. Currently, 73% are employed. An increase of over 97%. Of the clients that have been enrolled for 24 months, 75% are now employed. That's an increase of over 100%.

Increase in annual earnings - Clients have seen an overall increase of 77% with their gross annual income. Additionally, clients enrolled for 24 months, have collectively more than doubled their annual earnings since when they enrolled in ABL.

Completion of educational programs - Active and former ABL clients have completed an astounding 166 educational programs including 73 Certifications, 15 Associate Degrees and 5 Bachelor Degrees.

Decrease in personal debt - Overall, debt has been reduced by 32% among all clients. Clients that have graduated the program significantly reduced their debt by 75%.

ABL and Family Self Sufficiency participants are also able to access the Home Ownership through Public Housing Assistance ("HOT-PHA"), will use Neighborhood Assistance Corporation of America's ("NACA") counseling and mortgage program in conjunction with the Section 8 vouchers and/or the FSS program. NACA's existing homeownership programs are designed to help low- and moderate-income individuals achieve homeownership, and NACA's programs have already achieved tremendous success.

In February 2015, the WHA launched its ambitious A Better Life's (ABL) employment readiness program with the goal of partnering with local employers willing and committed to hiring prescreened/pre-qualified candidates that are enrolled in the ABL program. ABL is an aggressive program for clients with access to resources aimed to promote self-sufficiency.

In just over 2 years, over 100 private sector employers have committed to hiring our ABL candidates. Focusing on industries such as healthcare, manufacturing, retail, and hospitality, over 109 candidates have been hired through our employer partners. ABL has expanded its partnerships by implementing on-site on the job training program exposure for candidates. With a retention rate of over 75%, the ABL employment readiness programs are proof that our candidates have the skills, qualifications and motivation to succeed in the workforce.

The WHA has long realized that a portion of its success is dependent upon the satisfaction of its residents. Continuing on a long standing tradition of fostering partnerships, building resident leadership

opportunities, WHA supports 14 formally recognized tenant organizations and they are the conduit through which ideas and issues are presented to the WHA administration. In turn the administration facilitates through the organizations new policy, operational and program changes and enhancements to the residents.

**If the PHA is designated as troubled, describe the manner in which financial assistance will be provided or other assistance**

n/a

**Discussion**

Additionally, a WHA Resident Advisory Board meets monthly with the Executive Director to discuss, in addition to policy, operational and programming, other areas that have a direct effect on the people it serves.

## **AP-65 Homeless and Other Special Needs Activities – 91.220 (i)**

### **Introduction**

The City's plan to address homelessness continues to strive to expand on the successful "housing-first" model, which moves away from extensive and costly shelter stays to focus on homelessness prevention to stabilize individual adults, families, youth and young adults experiencing housing instability. The City's ultimate goal is to quickly stabilize those in our community who are homeless or at-risk of homelessness so they can ultimately obtain safe and affordable permanent housing. The City recognizes the need to develop units for individuals and families through innovative strategies, including rehabilitation of existing housing stock, furthering homelessness prevention efforts, and improving the delivery of comprehensive service strategies that address the health, employment and long term self-sufficiency skills targeted to specific populations struggling with homelessness and other special needs.

### **Describe the jurisdictions one-year goals and actions for reducing and ending homelessness including reaching out to homeless persons (especially unsheltered persons) and assessing their individual needs**

The City continues its current strategies of reaching out to shelter and unsheltered homeless people and assessing their individual needs. These actions are associated with the Action Plan Goal 8: Resolving Barriers to Housing for Homeless Persons. City ESG funds support the salary and fringe for an Outreach Case Manager to conduct assessment of individual needs and enable access to mainstream resources and housing referrals for households without children that are unsheltered. In one year it is expected that the Outreach Case Manager will engage with 100 literally homeless individuals and unsheltered couple households. The Outreach Worker, an employee of the City of Worcester's Department of Health & Human Services will work closely with the City of Worcester Quality of Life Task Force, the Worcester Police Department's Crisis Intervention Team and other local outreach players in collaboration with the Worcester City and County Continuum of Care Coordinated Entry System.

There are homeless outreach services in the City that identify and engage with individuals/families that offer immediate and long-term assistance to unsheltered people by frequenting locations such as Union Station, the Public Library in the Downtown corridor. Parks and roadways prone to pan handling and loitering and daily stops at soup kitchens and food pantries assist in reaching this population. The goal is to engage with people over time and through presence of outreach to build relationships, and connect those who typically refuse services to resources such as housing case management, substance abuse treatment and benefit assistance. As the City continues engaging and supporting through their Outreach Worker, it also has the support of South Middlesex Opportunity Council (SMOC), which is the agency that operates the Triage & Assessment Center. The additional staff helps to facilitate referrals to the Triage & Assessment Center and ultimately, permanent housing solutions. Community outreach organizations engage with partners and stakeholders to create holistic systems of outreach, engaging with hospitals, law enforcement, detox centers and other services that commonly encounter homeless individuals.

## **Addressing the emergency shelter and transitional housing needs of homeless persons**

The City continues addressing the needs of both emergency shelters and transitional shelters for the homeless, which are encompassed in Strategic Plan Goal 8: *Resolve Barriers to Housing for Homeless Persons*, and Goal 9: *Housing Opportunities for People Living with HIV/AIDS*. These actions will continue to be supported by both ESG and HOPWA funds through the following activities.

**Hotel Grace**, run by the Net of Compassions is a collaborative effort bringing outreach, counseling and assistance to homeless individuals in the streets of Worcester. Services are provided through three interrelated programs: Hotel Grace, Main Street Saturdays, and ongoing outreach and peer counseling. Hotel Grace is an emergency cold weather shelter with fifty (50) beds available on a first come basis each night that the weather dips below 32 degrees. In addition to a warm and safe place to sleep, Hotel Grace provides a warm meal, counseling, outreach and referral services, and volunteer legal services. In the course of a winter, Hotel Grace serves more than 400 individuals. During the COVID 19 Pandemic, Hotel Grace operated three additional sites within in the City making shelter and essential services available to all that needed services/shelter, where the shelter remained open through May 2021.

**(ESG)** Emergency Solutions Grant funds provides Emergency Shelter and Essential Services for unaccompanied homeless adults at the Triage & Assessment Center, Open Sky (formerly the Bridge of Central Mass) and Veterans Inc., through a veteran-specific emergency shelter project. During the COVID19 Pandemic, additional ESG funding was awarded to these agencies in order for them to provide essential services above the normal grant award. ESG Cares Act funding was awarded to Community Healthlink to establish public showers, Community Legal Aid to assist individuals/families with legal services in the court system so that they may remain housed if their housing were at risk and Living in Freedom Together (LIFT) to provide emergency shelter and case management services to those fleeing the sex trafficking industry.

**(HOPWA)** Housing Opportunities for People with Aids funds provide supportive services that may assist individuals living with HIV/AIDS in connecting, as determined by individual needs, to emergency shelter and transitional housing through the Coordinated Entry and Access Systems in both Worcester County and Windham County, CT. During the COVID19 Pandemic additional HOPWA funds were given to AIDS Project Worcester, Montachusett Opportunity Council and Perceptions Program, Inc. in Windham CT to assist those affected by the pandemic with supportive services such as finding housing, assisting with first, last month's rent, utilities, food and supplies.

All of these activities help address the emergency shelter and transitional housing needs of homeless populations because of the crisis-intervention nature of the program support. The programs recognize that permanent housing is the ultimate goal, but some populations that are particularly at-risk may need enhanced stabilization and case management.

**Helping homeless persons (especially chronically homeless individuals and families, families with children, veterans and their families, and unaccompanied youth) make the transition to permanent housing and independent living. Including shortening the period of time that**

**individuals and families experience homelessness, facilitating access for homeless individuals and families to affordable housing units, and preventing individuals and families who were recently homeless from becoming homeless again.**

Helping homeless persons, including the chronically homeless, whether they be individuals, families with children, Veterans with families, or unaccompanied youth make the transition to permanent housing and independent living, and ensuring that households do not return to homelessness are priority needs identified in Goal 8: *Resolve Barriers to Housing for Homeless Persons* and Goal 9: *Housing Opportunities for People Living with HIV/AIDS* of the Strategic Plan. Addressing this area as a priority will continue allow focus on housing facility and supportive service needs to transition to permanent housing. Because of the expertise of sub-recipient agencies responsible for carrying out permanent housing placement and rapid re-housing activities. All of the assistance for housing that the City provides whether it be ESG or HOPWA ensures a supportive service match that leads households to self-sufficiency during the process of rapid re-Housing. The Coordinated Entry & Assessment process through the Continuum of Care (CoC) ensures that housing placements are made with the appropriate supportive services using Continuum of Care and other mainstream resources targeted to disabled and/or chronically homeless households.

**ESG** - Rapid Re-Housing provides funding towards unaccompanied adults to support first and last months' rent and short-to-medium term rental assistance, depending on the individual needs. To support the housing needs of unaccompanied young adults, ESG Rapid Re-Housing funds support first and last months' rent, short-to-medium term rental assistance and other financial assistance related to rehousing young adults ages 18-24 years.

**HOPWA** - Funds focus on stabilization in the transition to permanent housing by providing supportive services through case management and permanent housing placement for rapid re-housing. HOPWA supports Tenant Based Rental Assistance (TBRA), which focuses on the attainment of permanent housing through mobile vouchers. Additional permanent housing is available through facility-based permanent supportive housing programs and Permanent Housing Placement rental start-up assistance.

**Helping low-income individuals and families avoid becoming homeless, especially extremely low-income individuals and families and those that are being discharged from publicly funded institutions and systems of care (such as health care facilities, mental health facilities, foster care and other youth facilities, and corrections programs and institutions); or, receiving assistance from public or private agencies that address housing, health, social services, employment, education or youth needs.**

Needs associated with preventing homelessness for populations City-wide are addressed through Strategic Plan Goal 7: *Expand Resources for Homeless Prevention*. This focus includes housing stabilization case management for some and actual cash assistance for limited utility and rent payments depending on specific household needs (or a combination of both, as assessed by housing providers). The commitment of the actions are supported by HOPWA Short-term Rent, Mortgage, and Utility

assistance (STRMU) for over 75 low-income households with a family member or individual that is HIV positive. Housing stabilization needs include referrals, services for special needs and disabled households, skills training and planning for individuals discharged from publicly funded institutions. These goals are accomplished through community partnerships between agencies and in collaboration with the City.

ESG funds for housing stabilization case management for homeless and formerly homeless individuals will accomplish the needs and goals identified, with institutional delivery of services that address housing, health, social services, employment, education, as well as youth needs are also facilitated through coordination and in coalition with the City department and initiatives.

## **Discussion**

In addition to the problems associated with homelessness, the City is addressing the housing and supportive services needs of people who are not homeless but have other special needs. Mental and physical health institutions, elder care organizations and refugee resettlement/immigration service organizations are aware of supportive services and supportive housing resources available through the Coordinated Assessment and Entry process facilitated by the Continuum of Care (CoC). These entities are at the table when discussing Housing and Homelessness Benefits (HHB) at the monthly HHB meetings facilitated by the CoC Lead Agency. The monthly forum is attended by front line service providers, citizens, current and former recipients of services, affordable housing providers and others.

The City of Worcester and the CoC have a seat at the Community Roundtable on Youth Homelessness, which includes over 25 multi-sector children and youth-serving agencies. Key goals of the roundtable are to reduce youth homelessness by assuring appropriate discharges and transitional care for youth transitioning from the Massachusetts Foster Care System. Representation from the State Department of Children and Families and the Worcester Public Schools is also included.

The Task Force for Sustaining Housing First Solutions has a stated goal to achieve and sustain “functional zero” of adult chronic homelessness in the City. The Tasks Force’ recommendations that actions be outlined and resources be available necessary to sustain a long-term system of permanent supportive housing within the City of Worcester to end adult chronic homelessness.

The 26 recommendations addressed the five components of the Housing First system:

- Crisis Response
- Housing Supply and Rental Assistance
- Supportive Services
- Housing Stabilization
- Data Driven Decision Making

Rather than creating more shelters, the evidence-based Housing First approach provides people with permanent housing and supportive services, including access to primary and behavioral health services to improve physical health, foster mental health, and reduce alcohol and drug use.



These recommendations are born out of the thorough and thoughtful consideration of how to best serve our residents in need of permanent housing and supportive services.

**Assessing and Addressing Acute Risk Behaviors:** The City established the HUB initiative. The HUB is a strategic program that combines the efforts of more than 30 local and state organizations to assess and address acute risk behaviors and cases including drug and opioid abuse chronic homelessness, mental health issues, poverty and crime. The HUB is a coordinated mobilization of resources to address individuals or families facing acute levels of elevated risk. The purpose is to lower risk and connect individuals or families to services immediately. The HUB is overseen by a Systems Leader Group (SLG) that is updated by the HUB of any systemic issues that they are seeing. THE SLG looks in to the data, analyzes trends to identify opportunities for system change.

Finally the City of Worcester's Department of Health & Human Services provides coordination and management of the City's critical services in the areas of Public Health, Veterans Services, Human Rights and Disabilities, Elder Affairs and Youth Services. Access to these programs and services associated with people with special needs are streamlined through this City Department by providing information, outreach and educational programs for all Worcester residents regardless of age, race, ability or health condition.

**AP-70 HOPWA Goals – 91.20 (I)(3)**

<b>One year goals for the number of households to be provide housing through the use of HOPWA for:</b>	
Short-term rent, mortgage, and utility assistance to prevent homelessness of the individual or family	<b>90</b>
Tenant-based rental assistance	<b>10</b>
Units provided in permanent housing facilities developed, leased, or operated with HOPWA funds	<b>10</b>
Units provided in transitional short-term housing facilities developed, leased, or operated with HOPWA funds	<b>28</b>
<b>Total</b>	<b>138</b>

## **AP-75 Barriers to affordable housing – 91.220(j)**

### **Introduction:**

As a response to the impediments found in the 2019 AI (summarized in Sections MA-40 and SP-55), there was also a list of recommendations on how to address the impediments found. This section describes the efforts to address those impediments.

**Actions it planned to remove or ameliorate the negative effects of public policies that serve as barriers to affordable housing such as land use controls, tax policies affecting land, zoning ordinances, building codes, fees and charges, growth limitations, and policies affecting the return on residential investment**

### HOUSING POLICY

The City of Worcester has been doing a tremendous amount of work in relation to affordable and fair housing through multi-pronged initiatives and programs, including those supported by annual HUD entitlement funding. However, the City should also consider focusing on producing a comprehensive affordable housing strategy/policy. Participants in the AI process generally agreed that there is too little coordination between the work of various governmental and quasi-government agencies, nonprofits, and advocacy groups in Worcester. Bringing the myriad of stakeholders together under a coherent, city-wide policy could have a major, beneficial impact. Although not all parties may have the same goals regarding housing production, it may be useful to see what each stakeholder is looking to achieve, and how the efforts could complement each other toward achieving common overall goals in a city wide framework. Within each group there also may be an opportunity to increase coordination in how, where, and what type of affordable housing is produced.

### FAIR HOUSING TESTING AND REPORTING

Worcester needs a partner in its efforts to identify, understand, and address housing discrimination. Unfortunately, the development of this AI was severely hampered by the failure of the local testing program at Community Legal Aid to provide data. The City should consider directing its own funds toward improved testing and accountability, if necessary by securing a partner willing to report substantive and detailed data on a predictable schedule.

### AWARENESS, EDUCATION AND OUTREACH

Many people are unaware of their fair housing rights, and many property owners are unaware of their fair housing responsibilities. The City has housing organizations and advocates, but not everyone is working together or working toward commonly understood and agreed-upon outcomes. A City-sponsored and organized annual fair housing conference could go a long way toward building awareness and consensus and positioning the City to take a leadership role in

regional fair housing advocacy. The City of Worcester Office of Human rights seems to be the Department best suited to educate the public on Fair Housing Rights issues identified above. Additionally, through both the Human Rights Office, and non-profit partners, the City should coordinate strategic and grassroots outreach efforts to educate, empower, and raise awareness of Fair Housing rights, issues, and concerns. The outreach should have clear, transparent, and measureable annual goals. The items above should be reviewed and strategically incorporated into efforts regarding awareness of Fair Housing Rights.

## ZONING & REGULATORY REFORMS

- The City should consider allowing at least two-family density development in all residential districts in Worcester to maximize housing unit supply and opportunity.
- The City should continue efforts to reduce parking minimums and establish flexibility in parking requirements, particularly for multi-family housing and within mixed-use districts.
- The City should amend setback requirements to be more flexible and reflective of actual traditional building forms. For example, many triple decker buildings were historically constructed with little or no front set back, and side yards are often much smaller than what is required. Reducing or eliminating these could increase the value of those units and spur reinvestment opportunities.
- Evaluate whether height limitations are too restrictive, and propose changes as necessary: Many participants cited height restrictions as a key barrier to redeveloping triple-deckers in the city. Dimensional regulations should be reviewed to bring them more in line with the building stock the City actually has.
- The City should explore allowing multi-family development in additional areas of the city – particularly those areas with good transportation access or located in close proximity to mixed use or commercial zones. Comments from realtors and developers suggested that there are not enough areas of the City where new multi-family housing can be built. Additionally, changing the site dimensional requirements (setbacks, parking, etc.) to allow for the demolition and rebuilding of existing three-four family units in existing multi-family districts, would allow more parts of the City to experience multifamily re-development which might be more cost effective and attractive to the current and future market. These
- Existing City demographics, and citizen input, suggest the City should pursue strategies for increasing the availability of both smaller and larger unit sizes. There is significant market demand throughout the City for studio, one bedroom, micro-lofts and even SROs, as well as an under production, and need, for larger family-sized units, especially where public

transportation is available.

- The City should consider allowing expanded opportunities to create additional dwelling units within existing buildings in certain circumstances.
- The City should revisit the prohibition on unrelated occupants. Currently the City limits sharing of dwelling units to no more than three unrelated occupants. This policy is said to limit the ability of landlords to fully lease up some properties, especially near colleges. However, the City needs to be mindful of fair housing protections for people with disabilities, such as adults living in group homes or sober houses.
- As the City has experienced a reinvigorated interest by developers for new development projects in the past 5 – 7 years, it should explore the feasibility and potential benefits of implementing an inclusionary zoning requirements, as well as mandatory mixed –income unit requirements for larger scale new projects that utilize any City financial assistance through tax incentives or other local government funds.

#### ADDRESSING HOUSING QUALITY AND NEIGHBORHOOD DISINVESTMENT

Worcester has a high number of deteriorated and abandoned properties and many are in neighborhoods where a high proportion of minorities and lower-income residents live. These properties range from old industrial buildings that are fully or partially vacant to poorly maintained and abandoned housing units. The properties have a negative impact on the surrounding neighborhood by signaling disinvestment, presenting hazards to the neighborhood’s residents’ safety and health, and creating areas that may attract criminal activity. The existence of deteriorated and abandoned property in neighborhoods decreases property values and limits homeowners’ abilities to grow equity in their homes and threatens the health of residents who live in this housing stock.

- Since 2013, using in large part federal entitlement funds like CDBG, the City has experimented with a “targeted” and strategic approach to neighborhood revitalization that has meant significantly investing in the housing and infrastructure of specific neighborhood over a dedicated amount of time. In contrast to

more “scatter shot” approaches of investing in several projects and areas at the same time without any geographic or programmatic focus, this model has shown to be impactful and generate third party investment and cooperation by residents and institutional partners in the revitalization efforts, particularly as there is more certainty and resources brought to bear. A large component of these efforts has also involved improvements and upgrades to the community appearance and community safety. This approach has resulted in more

transformative outcomes. The Union Hill neighborhood was the first area where this model was implemented, and the City should continue to implement this model in other low-to moderate income neighborhoods using federal, local, and leveraged private funds.

- The City should study the landscape of options for incentivizing housing maintenance and upgrades. There should be more resources beyond CDBG for interior and exterior repairs, for instance the possibility of a Neighborhood Challenge Grant for owner-matched cosmetic improvements to enhance housing curb appeal, and improve neighborhood identity and image through signage, art, or aesthetic improvements.
- The City needs to reassess its approach to code enforcement. On one hand, strict enforcement may unduly penalize the most vulnerable renters in Worcester, but on the other hand, inconsistent or weak enforcement simply encourages irresponsible landlords to ignore health, safety, and quality-of-life problems faced by their tenants. The City should also consider re-positioning and empowering the Inspectional Services Department to better provide proactive code enforcement, including implementation of a “Rental/Landlord Registry” program that requires landlord owned units to pass inspection before approval for rental, and for re-inspection at least yearly. The program could and should also include a landlord training/educational component.
- The City administers a Chapter 139 process whereby dilapidated, abandoned, or unsafe properties that have been repeatedly cited by Code Enforcement become slated for receivership or demolition after the owners have been afforded an administrative hearing and appeal process. Too often properties become “stuck” in this process, with no tangible outcome or improvements expected or made within reasonable time frames. An audit or assessment of said program should be conducted to seek improvements to it, including but not limited to, potential funding pools to assist the owners in rehabbing and re-activating abandoned or unsafe residential units.

#### HOUSING COST BURDEN AND RACE

It is recommended this topic be added to the list of items requiring further study.

#### FORECLOSURE POLICY

It is recommended this topic be added to the list of items requiring further study.

#### LEAD PAINT ISSUES

The City of Worcester Housing Development Division manages a \$5.6 million HUD lead abatement grant. A requirement of this grant is community outreach to homeowners and

landlords. The city has partnered with the Realtor association of Central Massachusetts and Masslandlords in order to improve the communication of the rights and responsibilities of homeowners and landlords to follow both the Massachusetts lead law and well as federal fair housing and lead disclosure standards. Landlords are specifically made aware of their responsibility not to discriminate against tenant with children in order to skirt applicable lead laws. In addition, the program coordinates with both Worcester Headstart and Worcester Public School departments to ensure children under 6 receive lead testing prior to enrolling in school.

#### NEED FOR ACCESSIBLE UNITS

It is recommended this topic be added to the list of items requiring further study.

#### ADEQUATE PUBLIC TRANSIT

It would be a good time to re-vision the transit system and make sure it leverages all resources in the most needed areas. It is also recommended that there is further education and expansion of bicycle transit within the City. It is recommended this topic be added to the list of items requiring further study.

#### HIV/AIDS HOUSING OPTIONS

It is recommended an update to the 2011 HOPWA Needs Analysis is conducted to determine the current State of the needs so actions can be tailored to relevant data.

#### OTHER RECOMMENDATIONS

The City should reconsider adopting the Community Preservation Act (CPA) and establishing a Municipal Affordable Housing Trust Fund.

#### **Discussion:**

Recommendations can either be categorized as recommendations that can be considered or items that require further study to determine the best course of action.

## **AP-85 Other Actions – 91.220(k)**

### **Introduction:**

#### **Actions planned to address obstacles to meeting underserved needs**

Challenges to meeting underserved needs in the coming year stem primarily from increasing demand for program activities combined with decreasing amounts of funding. In order to maximize efficiency and achieve a greater impact, the City proposes the following actions:

- Annually, EOED conducts funding overview and technical assistance workshops for parties interested in applying for HUD entitlement funds through CDBG, HOPWA, and ESG, (usually planned for November). The workshops are designed to focus and facilitate discussion with interested parties in order to define the key social service issues and community needs in Worcester, to identify gaps in service, and to brainstorm potential strategies to address needs and gaps. The workshops were also designed to foster dialogue among agencies/departments to enhance collaboration and the sharing of information.
- Continue to work to improving access to services by persons with limited English proficiency in order to reach underserved populations. According to recent U.S. Census American Community Survey data, 18 percent of the Worcester population speaks a language other than English and speaks English less than “very well.” It is therefore important to ensure that critical programs and services address language and cultural barriers that isolate households and impede successful utilization of community resources. This proposed action includes developing a Language Assistance Plan for HUD Entitlement Programs.

#### **Actions planned to foster and maintain affordable housing**

The City will foster the rehabilitation of both rental and owner housing units, as these efforts keep people in affordable housing and may serve to prevent homelessness, especially for extremely low-income and elderly homeowners. The City also prioritizes homeless activities, ranging from the provision of emergency shelter to supportive services that prevent homelessness. Affordable Housing funds will also be prioritized to address the recommendations of the Task Force for Sustaining Housing First Solutions. Overall, the City will focus on multiple efforts to foster and maintain affordable housing, including rental assistance, rental acquisition and rehabilitation, new owner construction, owner occupied rehabilitation, and down payment assistance for first-time buyers.

#### **Actions planned to reduce lead-based paint hazards**

The Worcester Lead Abatement Program (WLAP) was awarded a \$5.6 million Lead Hazard Reduction Grant from the HUD Office of Healthy Homes in 2019 to provide lead paint and soil abatement of low income and very low income housing units, as well as the provision of primary prevention services in the form of outreach and education to low- and moderate-income families with children under age six.



Through HUD's Lead Hazard Reduction 2019 funds, the City of Worcester's Housing Division will remediate lead paint hazards in 238 moderate, low and very low income units of housing using \$5,000,000 in lead abatement funds, as well as further remediate 120 of those same units using \$600,000 in Healthy Homes supplemental funding over a 42 month period (01/02/2020 - 06/30/2023).

The City's Housing Development Division (HDD) administers the Worcester Lead Abatement Program which can provide up to \$10,000 per unit to assist with lead abatement in approved properties with low-to moderate-income tenants. HDD also coordinates the Massachusetts "Get the Lead Out" loan program funded by MassHousing for additional abatement assistance over the \$15,000 per unit threshold. Additionally, this grant will be matched by \$603,121 in other public and private resources to further provide lead paint and soil abatement, as well as provide primary prevention services in the form of outreach and education to low and moderate income families with children under age six within the City of Worcester.

In addition, any CDBG funded housing rehabilitation project over \$25,000 will be deleaded in conjunction with the rehabilitation activities to take place. For projects between \$5,000 and \$24,999, a lead report will be obtained prior to rehabilitation work taking place. Any area of work that contains lead paint will be conducted using EPA RRP and Massachusetts Lead Safe Renovator standards.

The WLAP intends to request a total of \$100,000 in CDBG funding primarily for HUD Lead Hazard Reduction/Healthy Homes matching funding for the current funding year.

### **Actions planned to reduce the number of poverty-level families**

Given the high proportion of residents living in poverty, the City focuses on using its HUD entitlement program funds for initiatives and projects that provide the maximum benefit to very low, low and moderate-income individuals and households. The City's anti-poverty strategy seeks to support programs that provide job and life skills training and other advancement opportunities, and is part of a coordinated effort to create jobs and improve the local economy. This two-pronged approach helps families achieve and maintain economic security and self-sufficiency. In addition, EOED will continue coordinating with the Central Massachusetts Workforce Investment Board (CMWIB) around programs and initiatives that support the City's goal of reducing poverty.

### **Actions planned to develop institutional structure**

Coordinated Entry for Homeless Persons is convened by the Central Massachusetts Housing Alliance, Inc. (CMHA), the lead agency for the Continuum of Care (CoC) in partnership with the City of Worcester and CoC agencies. The purpose of the Coordinated Entry system is to improve the quality of the CoC and greater Worcester's homeless housing and service system, and to improve outcomes for individuals and families in the continuum that are threatened with or experiencing homelessness. Two Work Groups convene bi-weekly to develop the coordinated entry policy, with one group focused on the needs of homeless families and the other on homeless individuals (including veterans and their families, and

unaccompanied youth). The work groups implement processes that prioritize individuals and families with the greatest needs (especially chronically homeless households) for housing and service assistance, and attempt to minimize barriers to entry because of lack of employment or income, drug or alcohol use, or having a criminal record. The City and the CoC encourage a Housing First model, but recognize that some housing and service resources are required by funding agencies or providers to give preferences to certain populations including sub-groups determined by age, disability, gender, or community problem.

The Coordinated Entry system ensures appropriate access to housing based on individual needs and assessments, and promotes effective referrals and partnerships throughout the homeless services system.

Community partners at the heart of the overall institutional structure, including those that serve homeless and non-homeless populations, have cited gaps in the coordination, collaboration, and information sharing among organizations responsible for program delivery. In particular, the consultation process highlighted a need to increase awareness of existing resources amongst organizations. This gap influences the referral system for clients, and consequently affects the ability of low- and moderate income residents to access other critical resources in the community. As a result, the City will support information and referral and direct case management services that help connect low- and moderate-income residents to much needed social and human services.

### **Actions planned to develop institutional structure**

- Coordinated Entry for Homeless Persons is convened by the Central Massachusetts Housing Alliance, Inc. (CMHA), the lead agency for the Continuum of Care (CoC) in partnership with the City of Worcester and CoC agencies. The purpose of the Coordinated Entry system is to improve the quality of the CoC and greater Worcester's homeless housing and service system, and to improve outcomes for individuals and families in the continuum that are threatened with or experiencing homelessness. Two Work Groups convene bi-weekly to develop the coordinated entry policy, with one group focused on the needs of homeless families and the other on homeless individuals (including veterans and their families, and unaccompanied youth). The work groups implement processes that prioritize individuals and families with the greatest needs (especially chronically homeless households) for housing and service assistance, and attempt to minimize barriers to entry because of lack of employment or income, drug or alcohol use, or having a criminal record. The City and the CoC encourage a Housing First model, but recognize that some housing and service resources are required by funding agencies or providers to give preferences to certain populations including sub-groups determined by age, disability, gender, or community problem.
- The Coordinated Entry system ensures appropriate access to housing based on individual needs and assessments, and promotes effective referrals and partnerships throughout the homeless

services system.

- Community partners at the heart of the overall institutional structure, including those that serve homeless and non-homeless populations, have cited gaps in the coordination, collaboration, and information sharing among organizations responsible for program delivery. In particular, the consultation process highlighted a need to increase awareness of existing resources among the organizations. This gap influences the referral system for clients, and consequently affects the ability of low- and moderate income residents to access other critical resources in the community. As a result, the City will support information and referral and direct case management services that help connect low- and moderate-income residents to much needed social and human services.

### **Actions planned to enhance coordination between public and private housing and social service agencies**

A number of local and regional agencies, non-profit organizations, and service providers engaged in the consultative process that informs this Action Plan. EOED will capitalize on these relationships to enhance coordination, as well as continue to work collaboratively with various municipal departments to maximize the use of limited resources to address the needs of low- and moderate-income residents. In addition, the City will continue to actively participate in ongoing efforts to enhance coordination with private industry, businesses, developers, and social service agencies in order to foster economic development. EOED, for example, plays a leadership role in the Worcester Business Resource Alliance (WBRA), a centralized network of business professionals, technical assistance providers, lenders, and community development organizations that collectively provide services to entrepreneurs and small business owners and managers.

### **Discussion:**

## Program Specific Requirements

### AP-90 Program Specific Requirements – 91.220(I)(1,2,4)

**Introduction:**

Community Development Block Grant (CDBG) allocations to fund Fifth Year Action Plan (7/1/19 - 6/30/20) activities contained within this document include \$4,382,360 in U.S. Department of Housing and Urban Development (HUD) Fiscal Year 2019 CDBG Entitlement Funds for the City of Worcester (Grant # B-19-MC-25-0026), \$50,000 in CDBG anticipated program income generated from prior years activities, and \$1,608,631 in CDBG unexpended balances from prior year allocations. Thus a total of \$6,040,991 in CDBG funds will be available and has been allocated for Fifth Year Action Plan Activities (7/1/19 - 6/30/20) as presented in Tables AP-20 (Annual Goals and Objectives) and AP-38

#### Community Development Block Grant Program (CDBG) Reference 24 CFR 91.220(I)(1)

Projects planned with all CDBG funds expected to be available during the year are identified in the Projects Table. The following identifies program income that is available for use that is included in projects to be carried out.

1. The total amount of program income that will have been received before the start of the next program year and that has not yet been reprogrammed	\$50,000
2. The amount of proceeds from section 108 loan guarantees that will be used during the year to address the priority needs and specific objectives identified in the grantee's strategic plan	
3. The amount of surplus funds from urban renewal settlements	
4. The amount of any grant funds returned to the line of credit for which the planned use has not been included in a prior statement or plan.	
5. The amount of income from float-funded activities	
Total Program Income	\$50,000

#### Other CDBG Requirements

1. The amount of urgent need activities	0
2. The estimated percentage of CDBG funds that will be used for activities that benefit persons of low and moderate income. Overall Benefit - A consecutive period of one, two or three years may be used to determine that a minimum overall benefit of 70% of CDBG funds is used to benefit persons of low and moderate income. Specify the years covered that include this Annual Action Plan.	
	96.31%

**HOME Investment Partnership Program (HOME)**  
**Reference 24 CFR 91.220(l)(2)**

1. A description of other forms of investment being used beyond those identified in Section 92.205 is as follows:

No other forms of investment are currently being used beyond those identified in Section 92.205

2. A description of the guidelines that will be used for resale or recapture of HOME funds when used for homebuyer activities as required in 92.254, is as follows:

The City is not currently using HOME Investment Partnership Program funds for homebuyer assistance activities. In the event of resale of a property where there is not a direct subsidy to the homebuyer, the City uses a Resale Provision to preserve the remaining affordability period to ensure the housing is retained for occupancy for low-income households. The Resale Provision requires that if the owner of an income restricted property sells, conveys, or transfers his/her ownership interest in the property prior to the end of the minimum federally-required affordability period, the sale, conveyance, or transfer shall only be to an eligible, income-qualified purchaser. Other restrictions concerning notice of sale, maximum resale price, and marketing of affordable unit(s) shall apply and are fully detailed in the City's Resale Provision.

3. A description of the guidelines for resale or recapture that ensures the affordability of units acquired with HOME funds? See 24 CFR 92.254(a)(4) are as follows:

The purchaser must occupy the property as his/her principal residence throughout the period of affordability. For projects that are subject to a resale provision, the period of affordability is determined by the amount of the amount of direct subsidy (defined below) to the homebuyer, as follows:

5 years for individual projects receiving between \$1,000 and \$14,999 in Housing Fund assistance per unit; and

10 years for individual project receiving between \$15,000 and \$40,000 in Housing Fund assistance per unit; and

15 years for individual project receiving more than \$40,000 in Housing Fund assistance per unit.

While long-term affordability can be accomplished through either recapture or resale provisions, the City has elected to impose resale provisions on all HOME-assisted homeownership projects.

**HOME Resale Affordability Provisions**

The HOME resale requirements are established in the HOME rule at §92.254(a)(5)(i). Under HOME resale provisions, the City is required to ensure that, when a HOME-assisted homebuyer sells his or her property, either voluntarily or involuntarily, during the affordability period:

1. The property is sold to another HOME eligible low-income homebuyer who will use the property as his or her principal residence. Resale of the property during the affordability period and qualification of subsequent buyers will be governed by the HOME covenant and land use restriction

on the property;

2. The original homebuyer receives a fair return on investment, (i.e., the homebuyer's down payment plus capital improvements made to the house); and

3. The property is sold at a price that is "affordable to a reasonable range of low-income buyers".

This maximum limit would be set at the HOME Homeownership Value Limits published by HUD found here: <https://www.hudexchange.info/resource/2312/home-maximum-purchase-price-after-rehabvalue/>

Affordability Period:

Under resale, §92.254(a)(5)(i) of the HOME rule states that the period of affordability is based on the total amount of HOME funds invested in the housing. In other words, the total HOME funds expended for the unit determines the applicable affordability period. Any HOME program income used to assist the project is included when determining the period of affordability under a resale provision.

4. Plans for using HOME funds to refinance existing debt secured by multifamily housing that is rehabilitated with HOME funds along with a description of the refinancing guidelines required that will be used under 24 CFR 92.206(b), are as follows:

The City of Worcester does not currently intend to use HOME funds to refinance existing debt currently secured with HOME funds.

### **Emergency Solutions Grant (ESG) Reference 91.220(l)(4)**

- 1. Include written standards for providing ESG assistance (may include as attachment)**

Written standards are provided as an attachment to this plan.

- 2. If the Continuum of Care has established centralized or coordinated assessment system that meets HUD requirements, describe that centralized or coordinated assessment system.**

Coordinated Entry for Homeless Persons is convened by the Central Massachusetts Housing Alliance, Inc. (CMHA), the lead agency for the Continuum of Care (CoC) in partnership with the City of Worcester and CoC agencies. The purpose of Coordinated Entry is to improve the quality of the CoC and greater Worcester's homeless housing and service system, and to improve outcomes for individuals and families in the Continuum that are threatened with or experiencing homelessness. Two Work Groups convene bi-weekly to develop the coordinated entry policy, with one group focused on the needs of homeless families and the other on homeless individuals (including Veterans and their families, and unaccompanied youth). The work groups implement processes that prioritize individuals and families with the greatest needs (especially chronically homeless

households) for housing and service assistance, and attempt to identify and minimize barriers to entry including lack of employment or income, drug or alcohol use, or criminal record. The City and the CoC encourage a Housing First model, but recognize that some housing and service providers give preference to certain populations based upon age, disability status, gender or community problem.

The Coordinated Entry system ensures appropriate access to housing based on individual needs and assessments, and promotes effective referrals and partnerships throughout the homeless services system.

### **3. Identify the process for making sub-awards and describe how the ESG allocation available to private nonprofit organizations (including community and faith-based organizations).**

Please see attached the Fiscal Year 2020-2021 Emergency Solutions Grant Program - Request for Proposals, which explains the process for making sub-awards and how funds are allocated to private nonprofit organizations. The City allocates and administers ESG funds to private nonprofit agencies via executed contracts, as recommended by the Emergency Solutions Grant Advisory Committee, the Continuum of Care, and as approved by the City Manager and City Council of Worcester.

### **4. If the jurisdiction is unable to meet the homeless participation requirement in 24 CFR 576.405(a), the jurisdiction must specify its plan for reaching out to and consulting with homeless or formerly homeless individuals in considering policies and funding decisions regarding facilities and services funded under ESG.**

The City has a homeless or formerly homeless person serving as a voting member on the Emergency Solutions Grant Advisory Committee. Additionally, members of the CoC Board and diverse funding partners with knowledge of existing needs and resources in the community, such as the United Way, contribute to recommendations for making sub-awards for ESG. This year, direct service providers also participated as committee members to share insight into how ESG-funded projects are working on a practical level. In the past 5 years, ESG funds have been used for prevention, rapid-rehousing, street outreach and emergency shelter operations to serve major sub-populations represented in our community. The decision to allocate funds to these activities is greatly informed by the gaps and resources currently available through the federal HEARTH act in consultation with the CoC Board, and further informed by “on-the-ground” feedback in regards to how certain programs are filling service gaps in the community.

The CoC Board is staffed according to HUD's requirements, including: broad geographical representation, formerly homeless individuals, the City of Worcester as ESG recipient agency, veterans services, homeless assistance providers, mental health providers, social service providers, victims services providers, faith-based organizations, hospitals, higher education, government, and the public housing authority. The role of this entity is as follows:

- Identifies emerging or changing needs among homeless individuals and families and recommends new resources to best address those needs.
- Implements and supports policies that ensure the best use of available resources for the homeless population through a coordinated assessment and entry system
- Makes decisions on applications for new and/or renewed project funding based on a specific set of review criteria including monitoring and evaluation of specific program performance and

documentation of an effective and transparent prioritization of resources to those with the greatest need.

The CoC Board's input, based on its characteristics highlighted above, is considered significantly in the ESG funding recommendation process.

Based on feedback, last year's funding recommendation process, the ESG grant administrator explained the scoring and ranking process to make it more intuitive and straightforward, encouraging participation by individuals and residents who don't have extensive experience reading through grant proposals, but have valuable insight into the service system in Worcester. There were also presentations by each applicant to let them explain what they do for the community in their own words. Voices of direct service providers this year have proven valuable to the process, and a simplification of the process will facilitate more representative input from the community.

### **5. Describe performance standards for evaluating ESG.**

As part of the process of allocating ESG funds through the City's RFP process, there are established performance standards to evaluate ESG program sub-recipients. Under the "Project Narrative & Description" section, subrecipients provide a method for tracking clients that can be measured through recording individual client or household-level data. Sub-recipients predict the unduplicated number of families/persons that will benefit from the activity (output) and the cost to provide the service. Desk monitoring occurs with every payment request submission.

On a quarterly basis, ESG sub-recipients submit HMIS-generated Performance Reports to measure progress alongside financial drawdowns for each project.

### **Discussion**

Please see attached the Fiscal Year 2020-2021 HOPWA Grant Program - Request for Proposals, which explains the process for making sub-awards and how funds are allocated to private nonprofit organizations. The City allocates and administers HOPWA funds to private nonprofit agencies via executed contracts, as recommended by the HOPWA Advisory Committee, the Continuum of Care, and