

CITY OF WORCESTER, MA



CONSOLIDATED SUBMISSION FOR COMMUNITY PLANNING AND DEVELOPMENT (2015 – 2020)

FOURTH YEAR ACTION PLAN (JULY 1ST, 2018 – JUNE 30TH, 2019)



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

Executive Summary

AP-05 Executive Summary - 24 CFR 91.200(c), 91.220(b)

1. Introduction

The U.S. Department of Housing and Urban Development (HUD) requires that entitlement cities prepare a Consolidated Plan (ConPlan) to receive federal housing and community development funding. The City of Worcester, MA Five-Year Consolidated Submission for Community Planning and Development (7/1/15 - 6/30/20) combines into one document the requirements of four federal programs administered by HUD - the Community Development Block Grant (CDBG), the Home Investment Partnerships Program (HOME), the Housing Opportunities for Persons With AIDS (HOPWA), and the Emergency Solutions Grant (ESG). The Consolidated Plan allows the City of Worcester to shape its housing and community development programs into coordinated strategies and helps inform progress toward community development. The City of Worcester must submit a full Consolidated Plan every five years; yearly action plans are required as presented herein in this City of Worcester, MA Fourth Year Action Plan (7/1/18 - 6/30/19).

While the City continues to make progress addressing community needs, it continues to face numerous existing and emerging needs and challenges. Updated analysis and research indicates the need for continued investment and effort around addressing affordable housing production and barriers to accessing affordable housing and trends related to aging housing stock and deferred maintenance. Particularly, supportive housing providers report a shortage of single room occupancy units that are below Fair Market Rent (FMR) and thus accessible to individuals below 30% AMI transitioning from shelter or transitional housing to permanent housing through ESG Rapid Rehousing or a Continuum of Care (CoC)-supported project. Consultation with citizens and service providers stressed a continued need for social and human services and housing supportive services for low- to moderate-income and special needs populations including youth, recent immigrants, resettled refugees, the elderly and homeless, individuals with substance abuse and mental health challenges, and those living with HIV/AIDS.

In anticipation of declining federal entitlement grant allocations and uncertainty of federal fiscal resources moving forward, continued strategic leveraging of private investments and community-based resources are needed. As needs and issues often overlap and concentrate in neighborhoods, there is a need for more strategic, concentrated, neighborhood-based collaborations with private and community resources and cross-departmental collaborations. This is a model that the City has been implementing going forward with an emphasis on place-based, neighborhood focused revitalization strategies as is currently underway in the Union Hill neighborhood and planned for the lower Pleasant Street corridor. A

focused, block by block approach to addressing infrastructure, housing and community develop needs is being implemented in these areas and proposed for other communities as part of this and any future plans that use federal entitlement grant funds.

2. Summarize the objectives and outcomes identified in the Plan

This could be a restatement of items or a table listed elsewhere in the plan or a reference to another location. It may also contain any essential items from the housing and homeless needs assessment, the housing market analysis or the strategic plan.

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The Five-Year Consolidated Plan (2015-20) Goals are as follows:

1. Affordable Housing Development & Preservation
2. Healthy and Sustainable Housing
3. Neighborhood Stabilization & Revitalization
4. Economic Development & Business Assistance
5. Public Services for Low-Moderate Income Persons
6. Improvement and Preservation of Public Facilities
7. Expand Resources for Homelessness Preservation
8. Resolve Barriers to Housing for Homeless Persons
9. Housing Opportunities for Persons with HIV/AIDS

3. Evaluation of past performance

This is an evaluation of past performance that helped lead the grantee to choose its goals or projects.

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The targeting of HUD formula grant funds continues to be maximized towards serving low- and moderate-income persons. It is projected that 97.8% of CDBG funds expended during the third year

action plan since 7/1/2017 will be expended on activities meet the national community development objective to be of benefit to low- and moderate- income (LMI) persons. Through the first three action plan years (since 7/1/15), it is projected that 92.0% of CDBG funds will be expended on LMI benefit activities. When expenditures under HOME, HOPWA, and ESG are added it is projected that 93.4% of all HUD Formula Funds (CDBG, HOME, HOPWA, and ESG) expended during the first three action plan years will be for activities that benefit persons of low- and moderate-income.

A total of 634 affordable housing units were impacted through down payment assistance, new construction, and rehabilitation under HOME and CDBG funded housing programs during the last three years.

Efforts to affirmatively further fair housing were noteworthy given that minority households were the beneficiaries in 71% of rental and 63% of owner units that completed construction or rehabilitation during the last three years. Similarly 58% of homebuyers assisted through CDBG during the same period were minority households.

A total of 14 CDBG funded public service programs worth \$593,088 were contracted during 2017-2018 to provide services to 5,365 low- and moderate-income persons to address identified needs for health services, emergency food, counseling, education & training, youth recreation, food security, volunteer income tax assistance, case management & referrals, youth leadership, recreation and homework assistance. Through the first three action plan years (since 7/1/15), 15,811 LMI persons will have benefited 40 public services programs which were contracted with \$1,807,079 in CDBG funds (which in turn leveraged \$4,149,045 in other public and private resources).

CDBG funds help City of Worcester provide much needed public facility improvements. Over the past three years \$9.9 million in CDBG funds were utilized to improve 40 facilities including parks, the senior center, non-profit human service delivery sites, school buildings, fire stations, transitional housing facilities, as well as roads and sidewalks within communities where predominantly low- to moderate-income persons reside. These CDBG funded public facility projects leveraged an additional \$1.1 million in non-CDBG funds.

CDBG funds help to incentivize business creation, expansion, and enhancement through loans, grants, and technical assistance. In the past three years, the City has expended \$480,000 in CDBG to assist 20 businesses/properties that have generated 70 jobs for low- and moderate-income persons. This CDBG funded business assistance activity has generated \$1.5 million in other investments.

During 2017-2018, the city funded 7 programs through 5 HOPWA Eligible Metropolitan Statistical Area non-profits (4 in Worcester County and 1 in Windham County, CT), providing services and housing that will help over 125 individuals and families obtain and maintain stable housing.

During 2018-2019, the city funded 8 programs through 6 entities through the Emergency Solutions Grant (ESG) that will provide services, shelter, and sustenance to over 400 persons (both individuals or

those within families), including veterans, youth, formerly incarcerated, those fleeing domestic violence, unsheltered homeless, and those exiting the Triage & Assessment Center for permanent housing.

4. Summary of Citizen Participation Process and consultation process

Summary from citizen participation section of plan.

Summary from citizen participation section of plan.

Beginning in 2014, the city of Worcester embarked on the development and implementation of a new Five (5) Year Consolidated Plan (2015-2020). In order to establish an updated baseline of community needs for the Consolidated Plan, the city sponsored an extensive public outreach effort in 2014 and 2015, holding a series of eight (8) community needs assessment meetings in various neighborhoods throughout the city, with at least one in each of the city council districts. The meetings were attended by over 110 total participants. This neighborhood outreach was complimented by various individual and group consultations with numerous housing, human, and social service providers in the areas of homelessness, public housing, and services for special needs and low-income populations.

The Five (5) Year Consolidated Plan and the subsequent second and third year action plans helped to inform the current fourth year (2018-2019) annual action plan outreach/funding recommendation process. In addition, after the announcement of the availability of Request for Proposals (RFP) for fourth year action plan funding through CDBG, HOPWA, and ESG, a Community Needs Public Hearing was held in December 2017 at City Hall to review and assess updated needs information received through workshops and any additional community input.

The Community Development Advisory Committee (CDAC), has traditionally served as the formal citizen body that provides input on funding applications submitted as part of the city's CDBG 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 nine times from October 2017 through March 2018 to review and evaluate the CDBG proposals and listen to presentations and ask questions of all of the Public Services, Public Facilities and Improvements, and City Interdepartmental applicants that submitted proposals in response to the RFP.

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 public meeting to introduce the HOPWA process and guidelines, a technical assistance meeting for interested applicants, and a review and ranking session held in public at City Hall.

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 public meeting to introduce the ESG process and guidelines, a technical assistance meeting for interested applicants, and an RFP review and ranking session at City Hall.

5. Summary of public comments

This could be a brief narrative summary or reference an attached document from the Citizen Participation section of the Con Plan.

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In conformity HUD directives, the City of Worcester Draft Fourth Year Action Plan (7/1/18 – 6/30/19) is being made available for a 30-day public review and comment period from June 11, 2018 to July 11, 2018. A hardcopy of said Draft Fourth Year Annual Action Plan will be 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). An electronic copy will also be available at: <http://www.worcesterma.gov/e-services/document-center/neighborhood-development>. Persons wishing to submit comments regarding the City of Worcester Fourth Year Action Plan funding recommendations can submit them in writing by July 11, 2018 to the City of Worcester, Executive Office of Economic Development, City Hall, 455 Main Street, 4th Floor, Room 404, Worcester, MA 01608 or by email to development@worcesterma.gov.

A public hearing was also scheduled to be held at 5:00PM, Tuesday, June 26, 2018 in City Hall Room 401, 4th Floor, 455 Main Street, Worcester MA to discuss the Draft Annual Action Plan and respond to interested parties.

6. Summary of comments or views not accepted and the reasons for not accepting them

See section 5 above, the public review and comment period for this draft is currently open.

7. Summary

The City of Worcester continues to promote a robust citizen participation process to help establish and update baseline community needs and inform the Annual Action Plan update development process.

While the City of Worcester has made substantial progress in addressing community development over the last five years, it continues to face numerous existing and emerging needs and challenges. Activities to be funded through this Fourth Year Action Plan (7/1/18 – 6/30/19) will address the below goals that have been established for the City of Worcester 5-Year Consolidated Plan:

1. Affordable Housing Development & Preservation
2. Healthy and Sustainable Housing
3. Neighborhood Stabilization & Revitalization
4. Economic Development & Business Assistance
5. Public Services for Low-Moderate Income Persons
6. Improvement and Preservation of Public Facilities
7. Expand Resources for Homelessness Preservation
8. Resolve Barriers to Housing for Homeless Persons
9. Housing Opportunities for Persons with HIV/AIDS

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 (2015- 2020) and the Fourth Year Action Plan (7/1/18 - 6/30/19). 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(l)

1. Introduction

Beginning in 2014, the city of Worcester embarked on the development and implementation of a new Five (5) Year Consolidated Plan (2015-2020). In order to establish an updated baseline of community needs for the Consolidated Plan, the city sponsored an extensive public outreach effort in 2014 and 2015, holding a series of eight (8) community needs assessment meetings in various neighborhoods throughout the city, with at least one in each of the city council districts. The meetings were attended by over 110 total participants. This neighborhood outreach was complimented by various individual and group consultations with numerous housing, human, and social service providers in the areas of homelessness, public housing, and services for special needs and low-income populations.

Organizations and community stakeholders representing various segments of the community were involved in the consultations including housing services & assisted housing for-profit and non-profit developers, the Worcester Housing Authority, children & youth services providers, elderly services, the city Elder Affairs Office, Worcester Senior Center, health services including the city Public Health Division's Community Health Improvement Plan Update. Ongoing consultations included collaboration with the Worcester County Continuum of Care, groups representing persons with disabilities including the City Office of Human Rights and Disabilities, consultations with service providers that work with persons with HIV/AIDS and their families, a focus group with providers and funders of basic needs and safety net services for low income people, homeless services providers including those that work with veterans and persons with special needs. Consultations with agencies and other governmental entities were conducted with the city departments/divisions of Public Health, Emergency Operations, Health and Inspectional Services, and Workforce Development, and publicly funded institutions and systems of care such as corrections facilities, medical providers and mental health institutions such as the Worcester County Sherriff's Office, UMass Memorial Medical Center, Community Healthlink, local detox centers, the Massachusetts Department of Mental Health, state and local health and child welfare agencies (crucial for the identification of housing units containing lead-poisoned children), ongoing collaboration with the Massachusetts Department of Public Health, and planning efforts with the Central MA Regional Planning Commission and the Central MA Workforce Investment Board.

The Five (5) Year Consolidated Plan and the subsequent second and third year action plans helped to inform the current fourth year (2018-2019) annual action plan outreach/funding recommendation process. In addition, after the announcement of the availability of Request for Proposals (RFP) for fourth year action plan funding through CDBG, HOPWA, and ESG, a Community Needs Public Hearing was held in December 2017 at City Hall to review and assess updated needs information received through workshops and any additional community input.

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))

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 most recent being held on December 7, 2017. 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 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.

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 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 population, and service outcomes in partnership with the CoC Lead Agency: Central Mass Housing Alliance (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 Department of Health and Human Services, Office of Emergency Operations, Inspectional Services Division, Workforce Development, Neighborhood Development, and the City Manager's Quality of Life Task Force.

The Worcester region remains also dedicated to prioritizing the unaccompanied homeless youth population. Worcester was a regional leader in the implementation of the Point in Time Youth Count, conducting its first survey in 2009. Beginning in 2014, the Massachusetts Interagency Council on Housing and Homelessness (ICHH) now implements a state-wide survey on homeless youth ages 18-25 years via the local Continuum of Care Programs in the state. The MA ICHH Youth Point-in-Time survey was modeled after best practices in Worcester's efforts to understand the extent of risk factors associated with young adult housing instability in the city and region. The survey has helped the community gauge the extent of the problem and, in recent years, has garnered resources from the MA Executive Office of Health and Human Services to fund Youth Housing Demonstration Projects throughout the state.

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

The Worcester County Continuum of Care (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. Since 1996, 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 newly formed Continuum of Care board includes wide constituency based on HUD's 2012 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. The CoC facilitates a bi-weekly Coordinated Entry & Assessment working group meeting, during which CoC-funded providers in the region may communicate to streamline referrals to housing options for individuals with significant barriers to housing. Corrections facilities, medical providers and mental health institutions (Worcester County Sherriff'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, diverse funding partners such as the United Way and direct homeless

service providers 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.

2. Describe Agencies, groups, organizations and others who participated in the process and describe the jurisdiction's consultations with housing, social service agencies and other entities

Table 2 – Agencies, groups, organizations who participated

1	Agency/Group/Organization	CENTRAL MASSACHUSETTS HOUSING ALLIANCE INC
	Agency/Group/Organization Type	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
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Homeless Needs - Chronically homeless Homeless Needs - Families with children Homelessness Needs - Veterans Homelessness Needs - Unaccompanied youth Homelessness Strategy
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	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	Agency/Group/Organization	SMOC-GREATER WORCESTER HOUSING CONNECTION-AURORA PROGRAM
	Agency/Group/Organization Type	Services - Housing Services-Persons with Disabilities Services-homeless
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Homeless Needs - Chronically homeless Homelessness Strategy
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	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	Agency/Group/Organization	L.U.K. Crisis Center, Inc.
	Agency/Group/Organization Type	Services - Housing Services-homeless Services-Health Services - Victims Regional organization
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Homelessness Needs - Unaccompanied youth Homelessness Strategy
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	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	Agency/Group/Organization	COMMUNITY HEALTHLINK, INC.
	Agency/Group/Organization Type	Housing Services - Housing Services-Children Services-Persons with Disabilities Services-Persons with HIV/AIDS Services-homeless Services-Health Health Agency Regional organization
	What section of the Plan was addressed by Consultation?	Homeless Needs - Chronically homeless Homelessness Needs - Unaccompanied youth Homelessness Strategy Non-Homeless Special Needs HOPWA Strategy
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	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	Agency/Group/Organization	FRIENDLY HOUSE INC
	Agency/Group/Organization Type	Housing Services - Housing Services-Children Services-homeless Services-Education Services-Employment

	What section of the Plan was addressed by Consultation?	Housing Need Assessment Homeless Needs - Families with children Homelessness Needs - Unaccompanied youth Homelessness Strategy HOPWA Strategy Anti-poverty Strategy
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	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	Agency/Group/Organization	CATHOLIC CHARITIES
	Agency/Group/Organization Type	Services-Children Services-Elderly Persons Services-Persons with Disabilities
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Homeless Needs - Families with children Non-Homeless Special Needs Anti-poverty Strategy
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	Ongoing coordination through the Continuum of Care and consulted at workshop with homeless service providers.

7	Agency/Group/Organization	AIDS Project Worcester
	Agency/Group/Organization Type	Housing Services-Persons with Disabilities Services-Persons with HIV/AIDS Services-homeless Services-Health Services-Education Services-Employment Health Agency
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Homeless Needs - Chronically homeless Homelessness Strategy Non-Homeless Special Needs HOPWA Strategy Anti-poverty Strategy
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	HOPWA subrecipient consulted at workshop with homeless service providers. Increased coordination for non-homeless special needs and the homeless strategy.
8	Agency/Group/Organization	African Community Education Program (ACE), Inc.
	Agency/Group/Organization Type	Services-Children Services-Education
	What section of the Plan was addressed by Consultation?	Anti-poverty Strategy Non-Housing Community Development Needs

	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	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	Agency/Group/Organization	Boys and Girls Club
	Agency/Group/Organization Type	Services-Children
	What section of the Plan was addressed by Consultation?	Non-Housing Community Development Needs
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	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	Agency/Group/Organization	Central MA Regional Planning Commission
	Agency/Group/Organization Type	Regional organization Planning organization
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Market Analysis
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	In-person consultation improves the coordination between the City of Worcester and the Central Massachusetts Regional Planning Commission.
11	Agency/Group/Organization	Central MA Workforce Investment Board
	Agency/Group/Organization Type	Services-Employment Regional organization
	What section of the Plan was addressed by Consultation?	Economic Development Anti-poverty Strategy

	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	Face-to-face meetings improve coordination for employment and job training opportunities in addition to economic development efforts.
12	Agency/Group/Organization	CENTRO LAS AMERICAS
	Agency/Group/Organization Type	Services-Children Services-Elderly Persons
	What section of the Plan was addressed by Consultation?	Anti-poverty Strategy
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	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	Agency/Group/Organization	Children's Friend
	Agency/Group/Organization Type	Services-Children
	What section of the Plan was addressed by Consultation?	Non-Homeless Special Needs
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	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	Agency/Group/Organization	City of Worcester Office of Elder Affairs
	Agency/Group/Organization Type	Services-Elderly Persons Other government - Local
	What section of the Plan was addressed by Consultation?	Non-Homeless Special Needs Non-Housing Community Development Needs

	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	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	Agency/Group/Organization	City of Worcester Office of Human Rights and Disabilities
	Agency/Group/Organization Type	Other government - Local
	What section of the Plan was addressed by Consultation?	Non-Homeless Special Needs
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	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	Agency/Group/Organization	City of Worcester Youth Opportunities Office
	Agency/Group/Organization Type	Services-Children Other government - Local
	What section of the Plan was addressed by Consultation?	Non-Housing Community Development Needs
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	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.
17	Agency/Group/Organization	Ethiopian Dream Center
	Agency/Group/Organization Type	Services-Health Services-Education Services-Employment
	What section of the Plan was addressed by Consultation?	Non-Housing Community Development Needs

	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	
18	Agency/Group/Organization	Family Services of Central MA
	Agency/Group/Organization Type	Services-Children Services-Victims of Domestic Violence
	What section of the Plan was addressed by Consultation?	Non-Housing Community Development Needs
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	The organization's participation in the community needs assessment public hearing helped inform the Needs Assessment portion of the Consolidated Plan.
19	Agency/Group/Organization	Girls Inc.
	Agency/Group/Organization Type	Services-Children
	What section of the Plan was addressed by Consultation?	Non-Housing Community Development Needs
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	Participation in the workshop for service providers helped inform the Needs Assessment and Strategic Plan sections of the Consolidated Plan.
20	Agency/Group/Organization	MAIN SOUTH COMMUNITY DEV CORP
	Agency/Group/Organization Type	Services - Housing Services-Education Services-Employment Neighborhood Organization
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Anti-poverty Strategy

	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	In-person consultation facilitated continued coordination and helped to inform the Consolidated Plan and the Annual Action Plans.
21	Agency/Group/Organization	Massachusetts Department of Public Health
	Agency/Group/Organization Type	Other government - State
	What section of the Plan was addressed by Consultation?	Lead-based Paint Strategy
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	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	Agency/Group/Organization	OAK HILL COMMUNITY DEVELOPMENT CORPORATION
	Agency/Group/Organization Type	Services - Housing Neighborhood Organization
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Anti-poverty Strategy
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	The in-person consultation is anticipated to continue coordination and helped inform the Consolidated Plan and Annual Action Plans.
23	Agency/Group/Organization	Pernet Family Health Services
	Agency/Group/Organization Type	Services-Children Services-Health Neighborhood Organization
	What section of the Plan was addressed by Consultation?	Non-Housing Community Development Needs

	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	The organization's participation in a workshop for service providers helped inform the Needs Assessment and Strategic Plan sections of the Consolidated Plan.
24	Agency/Group/Organization	Regional Environmental Council
	Agency/Group/Organization Type	Services-Nutrition, Urban Gardening, Youth Development
	What section of the Plan was addressed by Consultation?	Non-Housing Community Development Needs
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	The organization's participation in a workshop for service providers helped inform the Needs Assessment and Strategic Plan sections of the Consolidated Plan.
25	Agency/Group/Organization	SOUTHEAST ASIAN COALITION OF CENTRAL MA
	Agency/Group/Organization Type	Services-Children Services-Elderly Persons Services-Education Services-Employment
	What section of the Plan was addressed by Consultation?	Non-Housing Community Development Needs
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	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	Agency/Group/Organization	South Worcester Neighborhood Improvement Corporation
	Agency/Group/Organization Type	Services-Children Food Pantry
	What section of the Plan was addressed by Consultation?	Non-Housing Community Development Needs

	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	The organization's participation helped inform the Needs Assessment and Strategic Plan sections of the Consolidated Plan.
27	Agency/Group/Organization	WORCESTER COMMON GROUND, INC.
	Agency/Group/Organization Type	Services - Housing Neighborhood Organization
	What section of the Plan was addressed by Consultation?	Housing Need Assessment
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	The in-person consultation is anticipated to continue coordination and helped to inform the Consolidated Plan and Annual Action Plans.
28	Agency/Group/Organization	Worcester Housing Authority
	Agency/Group/Organization Type	PHA
	What section of the Plan was addressed by Consultation?	Public Housing Needs Non-Homeless Special Needs
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	
29	Agency/Group/Organization	Worcester Senior Center
	Agency/Group/Organization Type	Services-Elderly Persons Other government - Local
	What section of the Plan was addressed by Consultation?	Non-Homeless Special Needs

	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	The face-to-face meeting and ongoing collaboration provides critical input for meeting the needs of elderly persons.
30	Agency/Group/Organization	City of Worcester Public Health Division
	Agency/Group/Organization Type	Services-Health Other government - County
	What section of the Plan was addressed by Consultation?	Non-Homeless Special Needs Non-Community Development Needs
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	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	Agency/Group/Organization	WORCESTER COMMUNITY ACTION COUNCIL
	Agency/Group/Organization Type	Other government - Local Regional organization Anti-Poverty Strategy
	What section of the Plan was addressed by Consultation?	Non-Homeless Special Needs Anti-poverty Strategy
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	The organization's participation in a workshop for service providers helped inform the Needs Assessment and Strategic Plan sections of the Consolidated Plan.
32	Agency/Group/Organization	WORCESTER EAST SIDE CDC
	Agency/Group/Organization Type	Services - Housing Community Development Corporation

	What section of the Plan was addressed by Consultation?	Housing Need Assessment
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	The in-person consultation is anticipated to continue coordination and inform the Consolidated Plan and the Annual Action Plans.
33	Agency/Group/Organization	Y.O.U. Inc.
	Agency/Group/Organization Type	Services-Children Services-Health Services-Education
	What section of the Plan was addressed by Consultation?	Non-Housing Community Development Needs
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	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.
Analysis of Impediments to Affordable Housing 2012	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.

Name of Plan	Lead Organization	How do the goals of your Strategic Plan overlap with the goals of each plan?
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)

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**

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)

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. It is projected the CDBG and HOME funds will decrease by 10% for the final Action Plan from year four of the plan. The HOPWA program is anticipated to be level funded for the final years of this plan. This program is used for case management and rental assistance for people living with HIV/AIDS. The Emergency Solutions Grant is expected to be reduced by 2% 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	4,368,288	50,000	1,608,631	6,026,919	3,931,459	Projection of a 10.0% reduction 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	1,580,338	10,000	1,161,174	2,751,512	1,422,304	Projection of a 10.0% reduction year over year.
HOPWA	public - federal	Permanent housing in facilities Permanent housing placement Short term or transitional housing facilities STRMU Supportive services TBRA	587,285	0	0	587,285	587,285	Projection of level funding for next 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	355,942	0	137,791	493,733	348,823	Projection of a 2.0% reduction 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

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 improvement goals contained in the 2015-2020 Consolidated Plan, \$1,215,710.65 in Fourth Year Action Plan CDBG funds have been allocated to the City Manager Office to work with the Office of Economic Development to improve streets, sidewalks, sewers, parks, and other forms of eligible public infrastructure that benefit low-and moderate-income persons and communities. Likewise, through the Neighborhood Development Fund, \$309,997 in CDBG funds have been allocated during the Third Year Action Plan to complement recently finalized streetscape, road repaving and sidewalk improvements in Union Hill completed during the last year, as well as other neighborhood improvement efforts such as is being proposed for the Pleasant Street neighborhood, in tandem with other city departments and public and private partners.

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: \$2,543,494 HOME: \$2,751,512	Rental units constructed: 2 Household Housing Unit Rental units rehabilitated: 30 Household Housing Unit Homeowner Housing Added: 1 Household Housing Unit Homeowner Housing Rehabilitated: 17 Household Housing Unit Direct Financial Assistance to Homebuyers: 15 Households Assisted Tenant-based rental assistance / Rapid Rehousing: 50 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: \$174,316	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	2015	2019	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: \$659,766	Public Facility or Infrastructure Activities other than Low/Moderate Income Housing Benefit: 4925 Persons Assisted

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
4	Economic Development & Business Assistance	2015	2019	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: \$288,168	Facade treatment/business building rehabilitation: 5 Business Jobs created/retained: 10 Jobs Businesses assisted: 10 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	2015	2019	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: \$815,405	Public service activities other than Low/Moderate Income Housing Benefit: 4793 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	2015	2019	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: \$1,545,770	Public Facility or Infrastructure Activities other than Low/Moderate Income Housing Benefit: 91275 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: \$231,547	Tenant-based rental assistance / Rapid Rehousing: 68 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: \$262,186	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: \$587,285	Homelessness Prevention: 82 Persons Assisted Housing for People with HIV/AIDS added: 20 Household Housing Unit HIV/AIDS Housing Operations: 12 Household Housing Unit

Table 6 – Goals Summary

Goal Descriptions

1	Goal Name	Affordable Housing Development & Preservation
	Goal Description	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	Goal Name	Healthy and Sustainable Housing
	Goal Description	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.

3	Goal Name	Neighborhood Stabilization & Revitalization
	Goal Description	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.
4	Goal Name	Economic Development & Business Assistance
	Goal Description	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.
5	Goal Name	Public Services for Low-Moderate Income Persons
	Goal Description	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.
6	Goal Name	Improvements and Preservation of Public Facilities
	Goal Description	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	Goal Name	Expanded Resources for Homeless Prevention
	Goal Description	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	Goal Name	Resolve Barriers to Housing for Homeless Persons
	Goal Description	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	Goal Name	Housing Opportunities for Persons with HIV/AIDS
	Goal Description	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)

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

1	Project Name	PUBLIC SERVICES
	Target Area	Low-Moderate Income Census Tracts
	Goals Supported	Public Services for Low-Moderate Income Persons
	Needs Addressed	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
	Funding	CDBG: \$644,248
	Description	
	Target Date	6/30/2019
	Estimate the number and type of families that will benefit from the proposed activities	It is projected that 4,793 persons will be served by public service activities during the fourth year action plan (7/18 - 6/19). It is estimated that 83% (or approx. 3,978) will be persons from families/households, with the remaining 17% being individual adults. Among persons to served it is estimated that 93% (approx. 4,457) will be of extremely low income (0-30% Median Household Income), 6% (approx. 288) will be of very low income (31-50% Median Household Income), and 1% (approx.48) will be of low income (51-80% Median Household Income).
	Location Description	Service site addresses (all City of Worcester, MA): AFRICAN COMMUNITY EDUCATION (ACE), 10 Irving St., 01609 and 484 Main St., 01608; BOYS & GIRLS CLUB OF WORCESTER, 65 Tainter St., 01610; CENTRO LAS AMERICAS, 11 Sycamore St., 01608 and 174 Tacoma St. 01605; COMMUNITY BUILDERS, 16 Laurel St., 01608; 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; REGIONAL ENVIRONMENTAL COUNCIL, 9 Castle St., 01610; SOUTHEAST ASIAN COALITION OF CENTRAL MA, 484 Main St., 01608; SOUTH WORCESTER NEIGHBORHOOD CENTER, 47 Camp St., 01603 and 50 Canton St., 01610; UNITED WAY OF CENTRAL MASS, 484 Main St., 01608; WORCESTER COMMUNITY ACTION COUNCIL, 484 Main St., 01608; WORCESTER HOUSING AUTHORITY, 40 Belmont St., 01605.

	Planned Activities	AFRICAN COMMUNITY EDUCATION (ACE) - After School Program; BOYS & GIRLS CLUB OF WORCESTER – Job Readiness/Pipeline to College Program; CENTRO LAS AMERICAS - Case Management, Emergency Food Pantry; COMMUNITY BUILDERS - Volunteer Income Tax Assistance; FAMILY HEALTH CENTER OF WORCESTER - Emergency Dental Services; FRIENDLY HOUSE - Case Management, Youth Development Services; QUINSIGAMOND VILLAGE COMMUNITY CENTER – Basic Needs Services; RACHEL'S TABLE - Children's Milk Fund; REGIONAL ENVIRONMENTAL COUNCIL – UGROW Urban Garden Resources of Worcester; SOUTHEAST ASIAN COALITION OF CENTRAL MA – Case Management; SOUTH WORCESTER NEIGHBORHOOD CENTER – Feed, Employment, Education & Direction (FEED); UNITED WAY OF CENTRAL MA - YouthConnect Summer Program; WORCESTER COMMUNITY ACTION COUNCIL – Working Cities Worcester Program; WORCESTER HOUSING AUTHORITY – Transporting Elders to the Senior Center.
2	Project Name	NEIGHBORHOOD DEVELOPMENT FUND
	Target Area	Low-Moderate Income Census Tracts
	Goals Supported	Neighborhood Stabilization & Revitalization
	Needs Addressed	<ul style="list-style-type: none"> 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
	Funding	CDBG: \$594,137

	Description	Public Facility or Infrastructure Activities other than Low/Moderate Income Housing Benefit.
	Target Date	6/30/2019
	Estimate the number and type of families that will benefit from the proposed activities	Public facilities improvements funded through the Fourth Year Action Plan may target the Pleasant Street neighborhood and other city census tracts in which more than 51.0% of the population is of low/moderate income. The City of Worcester is comprised of 44 U.S. Census Tracts of which 23 tracts had 51.0% or more of their populations being persons of low- and moderate-income (defined by HUD as households whose incomes were 80% or less of the metropolitan area median income as adjusted for family size).
	Location Description	The City of Worcester is comprised of 44 U.S. Census tracts of which 23 tracts had 51.0% or more of their populations being persons of low- and moderate-income (defined by HUD as households whose incomes were 80% or less of the metropolitan area median income as adjusted for family size). These 23 tracts are: 7304.01, 7311.01, 7311.02, 7312.03, 7312.04, 7313.00, 7314.00, 7315.00, 7316.00, 7317.00, 7318.00, 7319.00, 7320.01, 7320.02, 7322.03, 7323.02, 7324.00, 7325.00, 7326.00, 7327.00, 7329.01, 7330.00, and 7331.02. The Pleasant Street tract (7315.00) has a low/moderate income population of 92.4% - the highest of any City census tract.
	Planned Activities	CDBG funds have been allocated to the Neighborhood Development Fund during this Fourth Year Action Plan will be used to coordinate strategic improvements in neighborhoods in need of stabilization. In tandem with other City departments, the Neighborhood Development Division anticipates continued utilization of CDBG funds to provide neighborhood infrastructure improvements. These improvements can include road resurfacing, new sidewalks, sewers, parks, pedestrian and safety improvements, and street trees in CDBG eligible neighborhoods, and may target the Pleasant Street neighborhood in tandem with other city departments and public and private partners.
3	Project Name	PUBLIC FACILITIES FUND
	Target Area	Union Hill Target Area Low-Moderate Income Census Tracts
	Goals Supported	Improvements and Preservation of Public Facilities

	Needs Addressed	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
	Funding	CDBG: \$1,225,711
	Description	Public Facilities Improvements other than Low/Moderate Income Housing Benefit.
	Target Date	6/30/2019
	Estimate the number and type of families that will benefit from the proposed activities	Beneficiaries to be served through 4 public facilities improvement projects to be funded through CDBG during the Fourth Year Action plan are: GIRLS INC. (Gymnasium Renovation) – annually serves 720 low- and moderate-income youth ages 5-18; YWCA OF CENTRAL MA (Elevator Modernization) – annually serves 8,100 low- and moderate-income persons; CENTRO LAS AMERICAS (Roof Renovation)– annually serves 12,400 low- and moderate-income persons; WORCESTER FIRE DEPARTMENT (Purchase Fire Ladder Truck) – Citywide low- and moderate income population equals 91,285 (54.38%).
	Location Description	City of Worcester locations of the 4 public facilities improvement projects to be funded through CDBG during the Fourth Year Action plan are: GIRLS INC. (Census Tract 7327.00); YWCA OF CENTRAL MA (Census Tract 7313.00); CENTRO LAS AMERICAS (Census Tract 7317.00); WORCESTER FIRE DEPARTMENT (TBD).
	Planned Activities	Planned activities to be funded through 4 public facilities improvement projects under CDBG during the Fourth Year Action plan are: GIRLS INC. - Gymnasium Renovation; YWCA OF CENTRAL MA - Elevator Modernization); CENTRO LAS AMERICAS - Roof Renovation; WORCESTER FIRE DEPARTMENT - Purchase Fire Ladder Truck.
4	Project Name	AFFORDABLE HOUSING PROGRAMS
	Target Area	Union Hill Target Area Low-Moderate Income Census Tracts
	Goals Supported	Affordable Housing Development & Preservation

	Needs Addressed	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
	Funding	CDBG: \$2,039,847 HOME: \$2,424,979
	Description	Affordable Housing Programs have the objective of creating decent affordable housing for Low-Moderate Families and individuals.
	Target Date	6/30/2019
	Estimate the number and type of families that will benefit from the proposed activities	It is estimated that at least 65 Low-Moderate income families will benefit from the activities being proposed.
	Location Description	Locations where most activities will take place will be in the Low-Moderate Income Census Tracts in the City and Union Hill Target Area.
	Planned Activities	
5	Project Name	ECONOMIC DEVELOPMENT
	Target Area	Low-Moderate Income Census Tracts
	Goals Supported	Economic Development & Business Assistance
	Needs Addressed	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
	Funding	CDBG: \$272,495
	Description	Economic Development and Business Assistance.
	Target Date	6/30/2019

	Estimate the number and type of families that will benefit from the proposed activities	
	Location Description	
	Planned Activities	CDBG funds will be used by City departments to help establish and expand businesses through activities that support job creation and retention. CDBG funds will allocated to the City's Executive Office of Economic Development Business Assistance and Community Development Division to support its facade improvement and microloan programs that support small business growth, aesthetic improvements to key corridors in distressed areas, and retain existing jobs as well as create new jobs.
6	Project Name	CODE ENFORCEMENT
	Target Area	Low-Moderate Income Census Tracts
	Goals Supported	Healthy and Sustainable Housing
	Needs Addressed	Systematic housing inspections Housing contaminant and pest abatement Housing inspections and code enforcement Home energy efficiency improvements Weatherization of homes Environmental preservation
	Funding	CDBG: \$134,485
	Description	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.
	Target Date	6/30/2019
	Estimate the number and type of families that will benefit from the proposed activities	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.

	Location Description	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.
	Planned Activities	
7	Project Name	DEBT SERVICE
	Target Area	Low-Moderate Income Census Tracts
	Goals Supported	Affordable Housing Development & Preservation
	Needs Addressed	Development of new affordable housing
	Funding	CDBG: \$228,569
	Description	Repayment of part of debt service for HUD Section 108 Loan granted for Gardner-Kilby-Hammond (GKH) Initiative.
	Target Date	6/30/2019
	Estimate the number and type of families that will benefit from the proposed activities	
	Location Description	
	Planned Activities	
8	Project Name	HOPWA18 AIDS PROJECT WORCESTER
	Target Area	Low-Moderate Income Census Tracts
	Goals Supported	Housing Opportunities for Persons with HIV/AIDS
	Needs Addressed	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
	Funding	HOPWA: \$260,000
	Description	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.
	Target Date	6/30/2019

	Estimate the number and type of families that will benefit from the proposed activities	87 households with at least one member living with HIV/AIDS
	Location Description	City of Worcester Eligible Metropolitan Statistical Area (EMSA)
	Planned Activities	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.
9	Project Name	HOPWA18 COMMUNITY HEALTHLINK
	Target Area	Low-Moderate Income Census Tracts
	Goals Supported	Housing Opportunities for Persons with HIV/AIDS
	Needs Addressed	Transportation and access to public services Mental health and substance abuse services Case management services Housing search and advocacy
	Funding	HOPWA: \$102,579
	Description	Description Community Healthlink, Inc. is a non-profit organization that provides housing supportive services to people living with HIV/AIDS.
	Target Date	6/30/2019
	Estimate the number and type of families that will benefit from the proposed activities	12 households with at least one family member living with HIV/AIDS.
	Location Description	City of Worcester Eligible Metropolitan Statistical Area (EMSA)
Planned Activities	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.	
10	Project Name	HOPWA18 MONTACHUSETT OPPORTUNITY COUNCIL
	Target Area	Low-Moderate Income Census Tracts
	Goals Supported	Housing Opportunities for Persons with HIV/AIDS

	Needs Addressed	Housing security and eviction prevention Transportation and access to public services Case management services Housing search and advocacy Rapid re-housing rental assistance
	Funding	HOPWA: \$132,840
	Description	Montachusett Opportunity Council operates a permanent housing program serving chronically homeless individuals living with HIV/AIDS and their family members in North Worcester County
	Target Date	6/30/2019
	Estimate the number and type of families that will benefit from the proposed activities	8 chronically homeless individuals living with HIV/AIDS and their family members.
	Location Description	City of Worcester Eligible Metropolitan Statistical Area (EMSA).
	Planned Activities	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.
11	Project Name	HOPWA18 CT PERCEPTION PROGRAMS
	Target Area	Low-Moderate Income Census Tracts
	Goals Supported	Housing Opportunities for Persons with HIV/AIDS
	Needs Addressed	Transportation and access to public services Case management services Housing search and advocacy Housing stabilization funds
	Funding	HOPWA: \$74,248
	Description	Funding for Supportive Services and Permanent Housing Placement, providing payments for the first and last months rent for eligible clients.
	Target Date	6/30/2019
	Estimate the number and type of families that will benefit from the proposed activities	7 individuals living with HIV/AIDS
	Location Description	Located in Willimantic, Connecticut within the City of Worcester Eligible Metropolitan Statistical Area (EMSA).

	Planned Activities	HOPWA supportive services assess and facilitate positive life skills for individuals to create Individualized Service Plans that include employment, alternative income sources, access to affordable housing, and housing retention skills. HOPWA operating costs facilitate maintenance of the Summit House vehicle to transport clients to and from medical and employment appointments. HOPWA permanent housing placement offers financial assistance in the form of rental start-up support to residents who are transitioning to independent living.
12	Project Name	HOPWA18 GRANTEE ADMIN
	Target Area	Low-Moderate Income Census Tracts
	Goals Supported	Housing Opportunities for Persons with HIV/AIDS
	Needs Addressed	Housing security and eviction prevention Transportation and access to public services Case management services Housing search and advocacy Rapid re-housing rental assistance
	Funding	HOPWA: \$17,618
	Description	City of Worcester Administration of the HOPWA grant program.
	Target Date	6/30/2019
	Estimate the number and type of families that will benefit from the proposed activities	The total households expected to benefit from HOPWA services under the Year 3 Action Plan is 108 households.
	Location Description	City of Worcester Eligible Metropolitan Statistical Area (EMSA).
	Planned Activities	Financial Management and Program Oversight of HOPWA activities: <ul style="list-style-type: none"> •Housing Supportive Services •Tenant-Based Rental Assistance •Short-Term Rent, Mortgage, and Utility Assistance •Permanent Housing Placement •Housing Facility Operations
13	Project Name	HESG18 - WORCESTER
	Target Area	Low-Moderate Income Census Tracts
	Goals Supported	Expanded Resources for Homeless Prevention Resolve Barriers to Housing for Homeless Persons

	Needs Addressed	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
	Funding	ESG: \$493,733
	Description	Emergency Solutions Grant Program supports City-wide strategies to address the housing needs of homeless and at-risk households in the City of Worcester.
	Target Date	6/30/2019
	Estimate the number and type of families that will benefit from the proposed activities	Approximately 686 homeless and at-risk households (individual and family).
	Location Description	City of Worcester
	Planned Activities	Street Outreach Emergency Shelter Rapid Re-Housing Homelessness Prevention HMIS
14	Project Name	CDBG PLANNING & ADMINISTRATION
	Target Area	Low-Moderate Income Census Tracts
	Goals Supported	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>Needs Addressed</p>	<p>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 Home energy efficiency improvements Weatherization of homes Environmental preservation Demolition of blighted properties Elimination of area and spot blight Infill development New streets and sidewalks Improvement of existing public infrastructure 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 Improving public facilities for public services Revitalization of neighborhoods Improving public facilities serving public safety Energy improvements for public facilities Accessibility improvements for public facilities 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</p>
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	Funding	CDBG: \$887,427
	Description	CDBG Planning and Admin up to 20% of total Entitlement Grant.
	Target Date	6/30/2019
	Estimate the number and type of families that will benefit from the proposed activities	
	Location Description	
	Planned Activities	
15	Project Name	HOME ADMIN
	Target Area	Low-Moderate Income Census Tracts
	Goals Supported	Affordable Housing Development & Preservation
	Needs Addressed	Development of new affordable housing Development of new mixed-income housing Rehabilitation of existing housing stock Housing maintenance services Housing repair services Infill development
	Funding	HOME: \$159,033
	Description	FFY18 HOME Admin funding for salaries & fringe and indirect expenses.
	Target Date	6/30/2019
	Estimate the number and type of families that will benefit from the proposed activities	
	Location Description	
	Planned Activities	
16	Project Name	TBRA (TENANT BASED RENTAL ASSISTANCE)
	Target Area	Low-Moderate Income Census Tracts
	Goals Supported	Affordable Housing Development & Preservation
	Needs Addressed	Housing stabilization funds
	Funding	HOME: \$167,500
	Description	HOME Tenant-Based Rental Assistance Program.

Target Date	6/30/2019
Estimate the number and type of families that will benefit from the proposed activities	<p style="margin: 0in 0in 10pt;">At least 50 homeless households.</p>
Location Description	City of Worcester.
Planned Activities	Rental Assistance of up to 24 months for each household.

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 23 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 23 LMI tracts are: 7304.01, 7311.01, 7311.02, 7312.03, 7312.04, 7313.00, 7314.00, 7315.00, 7316.00, 7317.00, 7318.00, 7319.00, 7320.01, 7320.02, 7322.03, 7323.02, 7324.00, 7325.00, 7326.00, 7327.00, 7329.01, 7330.00 and 7331.02 (see attached 2010 Low Income Population City of Worcester Map for locations). An examination of the attached Demographic Analysis of Target Areas Tables show that these 23 LMI tracts has a greater proportion of the city's racial and ethnic minority populations. According to the 2010 U.S. Census, the citywide percentages by racial and ethnic populations were: 59.6% White, non-Hispanic, 20.9% Hispanic, 10.2% Black/African American, non-Hispanic, 6.0% Asian, non-Hispanic, 2.3% multi-race, non-Hispanic, 0.7% all other single races. In comparison within these 23 tracts with majority Low-Moderate Income populations, the 2010 census reported the following percentages by racial and ethnic populations: 45.9% White, non-Hispanic, 31.3% Hispanic, 12.1% Black/African American, non-Hispanic, 6.8% Asian, non-Hispanic, 2.6% multi-race, non-Hispanic, 1.1% all other single races.

One of these tracts, 7324.00, was ranked as the city's most distressed and the sixth most distressed in the State 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 (7324.00) is the focus of the Union Hill Neighborhood Revitalization Initiative which continues to work across multiple City departments in concert with key community institutions and stakeholders to improve the quality of life in that area.

In addition to Union Hill, other public facilities improvements funded through the Third Year Action Plan may target the Pleasant Street neighborhood and other city census tracts in which more than 51.0% of the population is of low/moderate income. The Pleasant Street tract (7315.00) has a low/moderate income population of 92.4% - the highest of any City census tract.

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 the Union Hill neighborhood (a HUD "slum and blight" designated area). Overall 95% non-administrative, Fourth Year Annual Action Plan (7/1/18 – 6/30/19) funds are targeted to activities located or that serve the above reported 23 LMI Census Tracts, while 15% of allocated funds will directly serve the Union Hill

Geographic Distribution

Target Area	Percentage of Funds
Union Hill Target Area	15
Low-Moderate Income Census Tracts	85

Table 8 - Geographic Distribution

Rationale for the priorities for allocating investments geographically

Beginning in 2014, the city of Worcester embarked on the development and implementation of a new Five (5) Year Consolidated Plan (2015-2020). In order to establish an updated baseline of community needs for the Consolidated Plan, the city sponsored an extensive public outreach effort in 2014 and 2015, holding a series of eight (8) community needs assessment meetings in various neighborhoods throughout the city, with at least one in each of the city council districts. The meetings were attended by over 110 total participants. This neighborhood outreach was complimented by various individual and group consultations with numerous housing, human, and social service providers in the areas of homelessness, public housing, and services for special needs and low-income populations.

homelessness, public housing, and services for special needs and low-income populations.

The Five (5) Year Consolidated Plan and the subsequent second and third year action plans helped to inform the current fourth year (2018-2019) annual action plan outreach/funding recommendation process. In addition, after the announcement of the availability of Request for Proposals (RFP) for fourth year action plan funding through CDBG, HOPWA, and ESG, a Community Needs Public Hearing was held in December 2017 at City Hall to review and assess updated needs information received through workshops and any additional community input.

The Community Development Advisory Committee (CDAC), has traditionally served as the formal citizen body that provides input on funding applications submitted as part of the city's CDBG 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 nine times from October 2017 through March 2018 to review and evaluate the CDBG proposals and listen to presentations and ask questions of all of the Public Services, Public Facilities and Improvements, and City Interdepartmental applicants that submitted proposals in response to the RFP.

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 public meeting to introduce the HOPWA process and guidelines, a technical assistance meeting for interested applicants, and a review and ranking session held in public at City Hall.

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 public meeting to introduce the ESG process and guidelines, a technical

assistance meeting for interested applicants, and an RFP review and ranking session at City Hall.

Discussion

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 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.

One Year Goals for the Number of Households to be Supported	
Homeless	68
Non-Homeless	115
Special-Needs	0
Total	183

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

One Year Goals for the Number of Households Supported Through	
Rental Assistance	118
The Production of New Units	3
Rehab of Existing Units	47
Acquisition of Existing Units	15
Total	183

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

Discussion

While it is estimated that nearly 500 homeless individuals will be served with ESG dollars 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.

The Special-Needs Line item reflects individuals served with subsidies through HOPWA’s STRMU/PHP and TBRA projects, as well as units supported with HIV/AIDS Housing Operations projects.

AP-60 Public Housing – 91.220(h)

Introduction

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.

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 quicker;
- Monitor the opening and closing of its waiting lists to ensure that applicants' wait time is reduced as best possible;
- Increase the number of private landlords to 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. We 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.

Zero Evictions - Since the work/school requirement was implemented in May 2015, not a single family has lost their housing assistance due to this requirement.

Substantial increase in number of residents employed - Of the 216 clients, only 37% were employed when they enrolled in ABL. Currently, 60% are employed. An increase of 62%. Of the clients that have been enrolled for 24 months, 71% are now employed. That's an increase of 92%.

Increase in annual earnings - Clients have seen an overall increase of 76% 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 106 educational programs including 57 Certifications, 12 Associate Degrees and 5 Bachelor Degrees.

Decrease in personal debt - Overall, debt has been reduced by 30% 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") extraordinary 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 119 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 thrive 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 13 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 strives 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 rehabilitating 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 in reaching out to shelter and unsheltered homeless persons and assessing their individual needs. This action is associated with Action Plan Goal 8: Resolve Barriers to Housing for Homeless Persons. City ESG funds will 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 about 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’s Coordinated Entry System.

In addition to ESG Outreach, there are homeless outreach services in the City to identify and engage with such individuals/families that offer immediate and long-term assistance to unsheltered persons by frequenting locations such as the downtown corridor of Union Station, the Public Library, parks and roadways prone to panhandling and loitering, soup kitchens, and food pantries. The goal is to engage with people over time and, through an outreach presence and relationship, connect those who typically refuse services to resources such as housing case management, substance abuse treatment and benefit assistance. Now in its second-year an outreach team is support by the South Middlesex Opportunity Council (SMOC), the agency that operates the Triage & Assessment Center. This 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 a holistic system of outreach, engaging with hospitals, law enforcement, detox centers, and other services that may

commonly encounter homeless individuals.

Addressing the emergency shelter and transitional housing needs of homeless persons

The City plans to address emergency shelter and transitional shelter needs for the homeless 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 be supported by both ESG and HOPWA funds through the following activities.

Hotel Grace, run by the Net of Compassion, takes action when temperatures drop, they work extra hard to make sure our neighbors experiencing homelessness are safe, warm, and dry. As we expand our efforts to build on the housing first model this seasonal shelter warming space works with community partners to support basic safe shelter for those who need it during cold weather months when our other services providers are over capacity.

(ESG) Emergency Shelter provides Emergency Shelter Essential Services for unaccompanied homeless adults at the Triage & Assessment Center, the Bridge of Central Mass and for Veterans through a veterans-specific emergency shelter project. HOPWA 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 Coordinated Entry and Access systems in both Worcester County and Windham County, CT.

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. These 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 chronically homeless, individuals, families with children, veteran with their families, and 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. One-year goals to address this priority area focus on the housing facility and supportive service needs to transition to permanent housing, thanks to the expertise of sub-recipient agencies responsible for carrying out permanent

housing placement and rapid re-housing activities. For example, all of the financial assistance for housing that the City provides through ESG and HOPWA also 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 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 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 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 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.

Needs associated with preventing homelessness for all populations City-wide are addressed through Strategic Plan Goal 7: Expand Resources for Homeless Prevention. This focus will include 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 is 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 including referrals, services for special needs and disabled households, skills training, and planning for individuals discharged from publicly funded institutions. These goals are accomplished widely through community partnerships brokered 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 for year three. 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 City departments and initiatives.

Discussion

In addition to addressing the problems associated with homelessness, the City plans to address the housing and supportive services needs of persons who are not homeless but have other special needs. Stakeholders from mental health and physical health institutions, elder care organizations and refugee resettlement/immigration service organizations are made aware of supportive services and supportive housing resources available through the Coordinated Assessment and Entry process facilitated by the Continuum of Care (CoC). Additionally, these entities are at the table when discussing Housing and Homelessness Benefits (HHB) at the monthly HHB meetings facilitated by the CoC Lead Agency. This monthly forum is attended by front line service providers, concerned citizens, current and former recipients of services, affordable housing providers and others, to spread awareness and foster connections for supportive services and special needs providers.

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

Task Force for Sustaining Housing First Solutions; The City Manager's Task Force for Sustaining Housing First Solutions will undertake an in-depth examination of Worcester's community needs and resources in addressing adult chronic homelessness from March to June 2018; ultimately developing a plan to employ the actions and resources necessary to sustain a long-term system of permanent supportive housing within the City of Worcester. Three committees are tasked with the gathering of specific information regarding data, affordable housing, case management and supportive services; providing detailed, actionable recommendations to the City Manager on each key element towards implementation. Barbara Poppe is a nationally recognized leader in achieving data driven solutions through collaborative processes. Serving as the executive director of the U.S. Interagency Council on Homelessness, she not only developed and launched the first ever federal strategic plan to end homelessness; she oversaw the implementation of the plan and execution of strategies that achieved significant measurable results.

Assessing & Addressing Acute Risk Behaviors; The City of Worcester is pleased to introduce a new initiative called the Hub. 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. This Hub table will be overseen by a Systems Leader Group (SLG) that will be updated by the Hub on any systemic issues the table is seeing. This SLG will look into the data and trends to try to identify opportunities for systemic change.

Finally, the City of Worcester 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 persons 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– 91.220 (I)(3)

One year goals for the number of households to be provided housing through the use of HOPWA for:	
Short-term rent, mortgage, and utility assistance to prevent homelessness of the individual or family	85
Tenant-based rental assistance	9
Units provided in permanent housing facilities developed, leased, or operated with HOPWA funds	30
Units provided in transitional short-term housing facilities developed, leased, or operated with HOPWA funds	0
Total	124

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

Introduction:

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

The following actions will be addressed in year one of the Consolidated Plan to overcome impediments identified in the Analysis of Impediments to Fair Housing:

Rental Occupancy Practices

Increase coordination among those City officials working in housing policy and development and those working on human rights and disability issues. Continued and renewed efforts to build partnerships and increase communications and connections among City policy makers, advocates and community groups will help to further the success of these initiatives. As a result of the Consolidated Planning process more coordination among City Departments has occurred on a number of cross cutting issues including housing policy and development.

Mortgage Lending and Foreclosure

Continue to coordinate with organizations that provide education, counseling and assistance to homebuyers and homeowners to promote successful homeownership. For the Action Plan this is addressed in goals and objectives by Goal 1, which includes a project for homebuyer assistance to be funded this year.

Affordable Housing Distribution

Promote mixed-income housing and mixed-income neighborhoods, including encouraging market-rate development in low-income areas and creating and preserving affordable housing units in areas of the city where they are currently scarce – particularly where strong neighborhood amenities are available such as schools, parks and shopping. For the Action Plan this is addressed in goals and objectives by Goal 1, which includes many projects to be funded this year.

Housing Cost Burdens

Continue to support the capacity of affordable housing developers who can bring in federal resources or creatively leverage other resources to increase the regional supply of affordable housing. For the Action

Plan this is addressed in goals and objectives by Goal 1, which includes many projects to be funded this year.

In an ongoing effort to reduce zoning barriers that may inhibit affordable housing development, the City of Worcester's Adaptive Reuse Overlay District encourages the reuse of underutilized buildings and land throughout the city. The city's four recently adopted Parking Overlay Districts also encourage the rehabilitation of buildings in some of the city's most vibrant and historically rich neighborhoods by removing off-street parking requirements, thereby decreasing demand for surface parking and removing a regulatory barrier for the redevelopment of these buildings into a variety of uses (e.g., housing, restaurant, retail). Finally, the disposition through thoughtful request for proposals (RFP) processes has resulted in the redevelopment of previously city-owned property into market rate housing. The following developments which include a balanced mix of proposed market rate and affordable units were facilitated or have been proposed through the use of these tools:

Adaptive Reuse Overlay Districts:

1151-54 Main Street - former textile factory into 109 housing units (market rate)

64-79 Beacon Street - former Junction Shops into 181 housing units

93 Grand Street – former Crompton & Knowles Mill into 64 housing units (mixed rate)

95-97 Gates Street – manufacturing building in to 37 housing units (market rate)

Parking Overlay Districts:

48 Water Street – former Chevalier Furniture building into 64 units (mixed income)

Land Use Disposition of City-owned properties for redevelopment:

28 Adams Street – former Adams Street School house into 28 units (market rate)

34 Grove Street – former vocational school into 84 units (mixed income)

Discussion:

AP-85 Other Actions – 91.220(k)

Introduction:

The City of Worcester has a number of plans designed to address priority needs in the community, including strategies to meet public service needs, foster and maintain affordable housing needs, mitigate lead-based paint hazards, create economic opportunities, and develop the institutional structure through coordination and collaboration between public and private entities.

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. Overall, the City will focus on multiple efforts to foster and maintain affordable housing, including rental assistance, rental acquisition and rehabilitation, new rental 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 was awarded a \$3.714 million Lead Hazard Reduction Demonstration Grant from the HUD Office of Healthy Homes in 2015 for the 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. The City plans to continue these efforts through subsequent rounds of HUD Healthy Homes funding, and anticipates addressing lead-based paint hazards in 70 housing units over the next year.

The City's Housing Development Division (HDD) administers the Worcester Lead Abatement program that 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 \$10,000 per unit threshold. In addition, any CDBG funded housing rehabilitation project over \$25,000 will be deleted 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.

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 impacts 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 Fourth Year Action Plan (7/1/18 - 6/30/19) activities contained within this document include \$4,368,288 in U.S. Department of Housing and Urban Development (HUD) Fiscal Year 2018 CDBG Entitlement Funds for the City of Worcester (Grant # B-18-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 \$6,026,919 in CDBG funds will be available and has been allocated for Third Year Action Plan Activities (7/1/18 - 6/30/19) as presented in Tables AP-20 (Annual Goals and Objectives) and AP-38 (Project Summary) of this document.

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.	0
3. The amount of surplus funds from urban renewal settlements	0
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	0
5. The amount of income from float-funded activities	0
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.	98.28%

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**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 retailed 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 recapture 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 recapture provisions on all HOME-assisted homeownership projects.

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 is still working with HUD Technical Assistance unit to finalize a policy to refinance existing debt secured by multifamily housing that is rehabilitated with HOME funds, but does not currently intend 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 or gender.

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 2018-2019 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 from this year's funding recommendation process, the ESG grant administrator plans to update 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. 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 subrecipients. 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. Subrecipients 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 subrecipients submit HMIS-generated Performance Reports to measure progress alongside financial drawdowns for each project.

