

The City of Worcester
Executive Office of Economic Development



**CONSOLIDATED ANNUAL PERFORMANCE &
EVALUATION REPORT (CAPER)**



REPORTING ON THE FIRST YEAR
(2025 - 2026)
OF THE 2025 – 2030 CONSOLIDATED PLAN



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CR-05 - Goals and Outcomes

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

During the July 1, 2025 to June 30, 2026 CAPER period, the City of Worcester continued to make progress toward the community development goals outlined in its 5-Year Consolidated Plan. To support low- and moderate-income (LMI) residents experiencing homelessness, housing insecurity, or living with HIV/AIDS, the Executive Office of Economic Development (EOED) implemented nine Emergency Solutions Grants (ESG) contracts with seven local project sponsors, expending \$376,051.43. Additionally, the Housing Opportunities for Persons with AIDS (HOPWA) program provided four contracts with three agencies expending \$666,570.19 for rental assistance and supportive services across the Worcester Eligible Metropolitan Statistical Area. The HOME-funded Tenant-Based Rental Assistance (TBRA) program helped 30 homeless single adults secure stable housing with access to support services.

Community Development Block Grant (CDBG) funds were used for one building demolitions this year of a blighted structure with \$54,240 of CDBG funds. The Systematic Housing Inspections Program ("Sweeps" program) run in conjunction with DIS utilized \$81,940.00 in CDBG funds to inspect 964 units of housing primarily located in the South Worcester Neighborhood. Of the total units inspected 123 units were found to have code violations and rehabilitation programs were advertised to owners who were eligible to receive grant funding to remedy them. The first-time homebuyer downpayment assistance program utilized \$15,000.00 to assist three households with the purchase of their first home. In addition, CDBG funds have financed 14 Elder and Owner-Occupied rehabilitations (\$376,480.00), 4 Investor-Owner projects (\$95,902.00), 1 Decluttering/rehab projects (\$33,423.00), and 3 lead paint abatement and rehabilitation projects through the Worcester Lead Abatement Program (WLAP) and Healthy Homes Match (\$67,600.00).

Regarding public service activities, a total of 4,026 low- and moderate-income (LMI) persons were assisted through 17 CDBG funded programs that expended \$613,340 during the first-year action plan period. These funds leveraged roughly \$3,291,702 in additional public and private funds.

During the past two action plan years, a total of \$8,390,264 in CDBG funds has been allocated across 18 public facilities projects. These include the reconstruction of four streets, rehabilitation of 8 nonprofit facilities, one playground renovation, and three public school facilities, one historic building preservation project, and one accessibility project for the Worcester Housing Authority. To date, \$3,477,408 has been expended on these projects.

Worcester also remained focused on revitalizing the Green Island Neighborhood, The city finalized construction documents for comprehensive street improvements along Endicott and Bigelow Streets and hosted a final community meeting in January 2024. Construction began in the Spring of 2026, using approximately \$2.42 million in CDBG funding and leveraging \$1.88 million in city capital. Planned upgrades include wider sidewalks, bike lanes, improved stormwater drainage, and increased tree cover to enhance both infrastructure and livability.

Finally, CDBG funds help to incentivize business creation, expansion, and enhancement through loans, grants, and technical assistance. During the first year action plan period, the City has expended \$700,000 in CDBG to assist 18 businesses/properties that have generated 32 jobs for low- and moderate-income persons. This CDBG funded business assistance activity has generated \$8,807,000 in other investments.

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

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

(table follows this page)

Goal	Category	Source / Amount	Indicator	Unit of Measure	Expected – Strategic Plan	Actual – Strategic Plan	Percent Complete	Expected – Program Year	Actual – Program Year	Percent Complete
Affordable Housing Development & Preservation	Affordable Housing	CDBG: \$ / HOME: \$	Rental units constructed	Household Housing Unit	40	11	27.50%	8	11	137.50%
Affordable Housing Development & Preservation	Affordable Housing	CDBG: \$ / HOME: \$	Rental units rehabilitated	Household Housing Unit	90	28	31.11%	18	28	155.55%
Affordable Housing Development & Preservation	Affordable Housing	CDBG: \$ / HOME: \$	Homeowner Housing Added	Household Housing Unit	5	0	0.00%	0	0	0.00%
Affordable Housing Development & Preservation	Affordable Housing	CDBG: \$ / HOME: \$	Homeowner Housing Rehabilitated	Household Housing Unit	95	22	23.15%	19	22	115.78%
Affordable Housing Development & Preservation	Affordable Housing	CDBG: \$ / HOME: \$	Direct Financial Assistance to Homebuyers	Households Assisted	25	3	12.00%	5	3	60.00%
Affordable Housing Development & Preservation	Affordable Housing	CDBG: \$ / HOME: \$	Tenant-based rental assistance / Rapid Rehousing	Households Assisted	150	30	20.00%	30	30	100.00%

Economic Development & Business Assistance	Non-Housing Community Development	CDBG: \$	Facade treatment/business building rehabilitation	Business	12	2	16.66%	2	2	100.00%
Economic Development & Business Assistance	Non-Housing Community Development	CDBG: \$	Jobs created/retained	Jobs	50	32	64.00%	10	32	320.00
Economic Development & Business Assistance	Non-Housing Community Development	CDBG: \$	Businesses assisted	Businesses Assisted	50	18	36.00%	10	18	180.00%
Healthy and Sustainable Housing	Affordable Housing	CDBG: \$	Buildings Demolished	Buildings	10	2	20.00%	2	2	0.00%
Healthy and Sustainable Housing	Affordable Housing	CDBG: \$	Housing Code Enforcement/Foreclosed Property Care	Household Housing Unit	5000	847	16.94%	1000	847	84.70%
Homeless Prevention and Resolving Housing Barriers	Homeless	ESG: \$	Tenant-based rental assistance / Rapid Rehousing	Households Assisted	845	140	16.56%	169	140	82.84%
Homeless Prevention and Resolving Housing Barriers	Homeless	ESG: \$	Homeless Person Overnight Shelter	Persons Assisted	595	1377	231.4%	119	1377	1157.1%

Homeless Prevention and Resolving Housing Barriers	Homeless	ESG: \$	Homelessness Prevention	Persons Assisted	9515	379	0.00%	1903	379	19.91%
Housing Opportunities for Persons with HIV/AIDS	Homeless	HOPWA: \$	Tenant-based rental assistance / Rapid Rehousing	Households Assisted	185	12	6.48%	37	12	32.43%
Housing Opportunities for Persons with HIV/AIDS	Homeless	HOPWA: \$	Homeless Person Overnight Shelter	Persons Assisted	600	106	17.66%	120	106	88.33%
Housing Opportunities for Persons with HIV/AIDS	Homeless	HOPWA: \$	Homelessness Prevention	Persons Assisted	755	12	15.89%	151	12	7.94%
Improvements and Preservation of Public Facilities	Affordable Housing	CDBG: \$	Public Facility or Infrastructure Activities other than Low/Moderate Income Housing Benefit	Persons Assisted	92025	8188	8.89%	92025	8188	8.89%
Neighborhood Stabilization & Revitalization	Non-Housing Community Development	CDBG: \$	Public Facility or Infrastructure Activities other than Low/Moderate Income Housing Benefit	Persons Assisted	1524	1524	100.00%	1524	1524	100.00%

Public Services for Low- Moderate Income Persons	Non- Homeless Special Needs	CDBG: \$	Public service activities other than Low/Moderate Income Housing Benefit	Persons Assisted	22045	4026	18.26%	4474	4026	91.13%
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Table 1 - Accomplishments – Program Year & Strategic Plan to Date

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

The City's citizen participation / community development process is centered on the Community Development Advisory Committee (CDAC), a district-based advisory body that reviews all proposals submitted through the City's competitive RFP process. CDAC scores applications, evaluates how they align with community needs, and makes annual funding recommendations to the City Manager.

To expand community involvement this last year, the City hosted a public workshop and two Community Advisory Committee sponsored information sessions to encourage residents to apply for committee service and to help the public understand the annual goal-setting and allocation process. The Community Development Workshop took place on October 16, 2025, followed by general information sessions on November 19 and December 6, 2025.

CDAC convened on February 11, 2026 to review the City's existing community development priorities, drawing on the current five-year Consolidated Plan, the 2024 community development survey, prior public consultations (including 2019 efforts), and insights from related strategic planning initiatives such as the Green Worcester Sustainability and Resilience Strategic Plan (2020), the City Strategic Plan FY 2025–2029, Worcester Now Next (2024), and the Worcester Mobility Action Plan (2024). CDAC's scoring system includes specific point categories tied directly to identified community needs as outlined in the consolidated plan, specifically for proposals directly addressing job preparation, job training, mental health support, substance use disorder support, and childcare.

CDAC concluded their review process on April 15, 2026 and aggregate scores and recommendations were subsequently sent to the City Manager and City Council. As required by 24 CFR 91.105(b)(4), two public hearings will be held, and the draft of the action plan was published for a 36-day public comment period in the *Telegram and Gazette*. These efforts reflect a comprehensive approach to ensuring community input is integrated into the City's goal setting process each year.

The HOPWA Advisory Committee vetted HOPWA proposals. This committee is composed of experts in community health and the HIV/AIDS field in Worcester County and Connecticut. The process is similar to CDAC in its review, including holding a remote 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. Recommendations were then sent to city administration for approval.

ESG proposals, vetted by the ESG RFP Review Committee comprised of members of the Worcester City and County Continuum of Care (CoC). The ESG RFP Review Committee followed a similar process to the CDAC in its review, including holding a remote 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. Recommendations were then sent to city administration for approval

This draft of the proposed Consolidated Annual Performance Evaluation Report (CAPER) reviewing the period of July 1, 2025, through June 30, 2026, was released for citizen review and comments as

advertised in the Worcester Telegram & Gazette on **September 11, 2026 for a 15-day public comment period from September 11, 2026, through September 25, 2026.** The full draft of the CAPER was made available on the City Website. In addition, a physical copy of the draft CAPER was made available during regular business hours between 8:30 a.m. and 5:00 p.m., Monday through Friday at the Neighborhood Development Division office located at 455 Main Street, Ste 405, Worcester, MA 01608.

CR-10 - Racial and Ethnic composition of families assisted

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

91.520(a)

	CDBG	HOME	ESG	HOPWA
Race:				
White	3914	70	953	23
Black or African American	6346	25	357	55
Asian	1839	0	65	2
American Indian or American Native	33	0	5	2
Native Hawaiian or Other Pacific Islander	5	0	6	0
Total	12137	95	1385	82
Ethnicity:				
Hispanic	6287	18	234	0
Not Hispanic	5850	77	28	0

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

Narrative

Above reports from IDIS PR-23 accomplishment reports. Please see the attached HOPWA CAPER and ESG SAGE CAPER 2023-24 analysis for racial and ethnic populations assisted with HOPWA and ESG.

CR-15 - Resources and Investments 91.520(a)

Identify the resources made available

Source of Funds	Source	Resources Made Available	Amount Expended During Program Year
CDBG	public - federal	5,560,867	5,278,773.40
HOME	public - federal	7,936,096	648,364.09
HOPWA	public - federal	797,060	666,570.19
ESG	public - federal	748,941	376,051.43

Table 2 - Resources Made Available

Narrative

The Five-Year Consolidated Plan (2025-2030) projected level CDBG funding over the five-year period. For year one, Worcester received \$4,088,940.00 in CDBG funding, which represents a 4.04% decrease from last year's year five Plan. During the year, the City expended a total of \$5,278,773.40 in CDBG funds. Additionally, \$648,364.09 was expended from HOME funds, while \$666,570.19 and \$376,051.43 were allocated to HOPWA and ESG programs, respectively. See attached reports for more detailed breakdowns of disbursements for these sources.

Identify the geographic distribution and location of investments

Target Area	Planned Percentage of Allocation	Actual Percentage of Allocation	Narrative Description
Green Island Revitalization Initiative	5	5	Census Tract 7325.00
Low-Moderate Income Census Tracts	95	95	Census Tracts > 51.0% LMI

Table 3 – Identify the geographic distribution and location of investments

Narrative

The City of Worcester continues to focus its efforts on strategic neighborhood revitalization, directing approximately 95% of non-administrative CDBG funds toward programs and projects serving Low- and Moderate-Income (LMI) individuals and the city's most underserved census tracts. The City is comprised of 44 U.S. Census tracts, of which 26 maintain 51.0% or more of their populations classified as LMI—defined by HUD as households earning 80% or less of the metropolitan area median income, adjusted for family size.

Census Tract 7325.00 (the Green Island neighborhood) remains one of the city's most distressed areas, characterized by high poverty and crime rates, foreclosed properties, absentee ownership, vacant and boarded-up buildings, and other indicators of economic distress. This tract continues to be a priority for CDBG investment as the City advances its infrastructure and neighborhood improvement initiatives.

Approximately 5% of this last year's funds were expended in Green Island, supporting a food pantry project and covering the remaining design and engineering costs for the Complete Streets project. The Green Island Complete Streets project has reached 100% design completion and following the close of the bid process in September 2025, began construction in the Spring 2026.

During the last year a former two-family house was demolished using \$54,240 in CDBG. This expenditure which equaled 1.3% of CDBG funds expended during the first program year met the national community development objective to assist in the elimination of slums and blight on a spot basis. All other CDBG funds expended in the first program year (\$4,209,495 or 98.7%) met the national community development objective to be of benefit to persons of low- and moderate-income.

The City remains committed to continued neighborhood improvements and public facility enhancements within the most underserved census tracts.

Leveraging

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

3 CDBG funded Public Facilities projects were concluded this past year for the Friendly House Neighborhood Center Core ADA entrance and Paving (\$89,523), Pernet Family Health Service Emergency Food and Infant Supply Pantry Retrofit (\$122,500), and Roosevelt Elementary School Exterior Site Improvements including reconstruction and replacement of driveways, access roadways, pedestrian sidewalks and crosswalks (\$2,000,000). These projects leveraged \$600,000 in other public (State) funds and \$130,498 in private funds. Additionally, 5 other public facilities projects were underway during the last year totaling \$1,835,944 in allocated CDBG funds, of which \$336,998 had been expended by the end of June 2026. These underway projects were leveraging \$3,000,000 in other federal funds and \$18,973 in other private funds. HOME funds are normally require a 25% match, but for FY25 there is a reduction of 50%. Therefore the total HOME Match requirement is of 12.5% is required for the year.

Fiscal Year Summary – HOME Match	
1. Excess match from prior Federal fiscal year	\$2,733,672.25
2. Match contributed during current Federal fiscal year	\$0.00
3. Total match available for current Federal fiscal year (Line 1 plus Line 2)	\$2,733,672.25
4. Match liability for current Federal fiscal year	\$81,045.52
5. Excess match carried over to next Federal fiscal year (Line 3 minus Line 4)	\$2,652,626.73

Table 4 – Fiscal Year Summary - HOME Match Report

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

Table 5 – Match Contribution for the Federal Fiscal Year

HOME MBE/WBE report

Program Income – Enter the program amounts for the reporting period				
Balance on hand at begin-ning of reporting period \$	Amount received during reporting period \$	Total amount expended during reporting period \$	Amount expended for TBRA \$	Balance on hand at end of reporting period \$
0	\$0.00	\$0.00	\$ 98,152.00	0

Table 6 – Program Income

Minority Business Enterprises and Women Business Enterprises – Indicate the number and dollar value of contracts for HOME projects completed during the reporting period						
	Total	Minority Business Enterprises				White Non-Hispanic
		Alaskan Native or American Indian	Asian or Pacific Islander	Black Non-Hispanic	Hispanic	
Contracts						
Dollar Amount	0	0	0	0	0	0
Number	0	0	0	0	0	0
Sub-Contracts						
Number	0	0	0	0	0	0
Dollar Amount	0	0	0	0	0	0
	Total	Women Business Enterprises	Male			
Contracts						
Dollar Amount	0	0	0			
Number	0	0	0			
Sub-Contracts						
Number	0	0	0			
Dollar Amount	0	0	0			

Table 7 - Minority Business and Women Business Enterprises

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

Table 8 – Minority Owners of Rental Property

Relocation and Real Property Acquisition – Indicate the number of persons displaced, the cost of relocation payments, the number of parcels acquired, and the cost of acquisition						
Parcels Acquired		0		0		
Businesses Displaced		0		0		
Nonprofit Organizations Displaced		0		0		
Households Temporarily Relocated, not Displaced		0		0		
Households Displaced	Total	Minority Property Enterprises				White Non-Hispanic
		Alaskan Native or American Indian	Asian or Pacific Islander	Black Non-Hispanic	Hispanic	
Number	0	0	0	0	0	0
Cost	0	0	0	0	0	0

Table 9 – Relocation and Real Property Acquisition

CR-20 - Affordable Housing 91.520(b)

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

	One-Year Goal	Actual
Number of Homeless households to be provided affordable housing units	30	140
Number of Non-Homeless households to be provided affordable housing units	86	94
Number of Special-Needs households to be provided affordable housing units	128	12
Total	244	246

Table 10 – Number of Households

	One-Year Goal	Actual
Number of households supported through Rental Assistance	188	182
Number of households supported through The Production of New Units	11	11
Number of households supported through Rehab of Existing Units	43	50
Number of households supported through Acquisition of Existing Units	2	3
Total	244	246

Table 11 – Number of Households Supported

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

In Table 12 above the Goal for Number of households supported through rental assistance was 188. During the year 182 households were supported through rental assistance, getting approximately to the goal. For the Number of households supported through the production of new units there was a goal of 11 units, of which there were 11 created. For the Number of households supported through the rehab of existing units there was a Goal of 43 units of which we achieved at 50 units rehabbed (22 Homeowner units and 28 Rental units). Overall this number is expected to fall in line with expectations or will be

adjusted in coming ConPlan years. For this year there was a goal of 2 households supported through the acquisition of existing units. During the year there were 3 household assisted through the acquisition of existing units. In addition a program the City has for down payment assistance the State also offers a program.

Discuss how these outcomes will impact future annual action plans.

Outcomes achieved will be analyzed and used to adjust future annual action plans. These changes will be reflected in the next Consolidated Plan.

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

Number of Households Served	CDBG Actual	HOME Actual
Extremely Low-income	9	21
Low-income	19	25
Moderate-income	25	6
Total	53	52

Table 12 – Number of Households Served

Narrative Information

The beneficiary information provided above is from the PR-23 CDBG and PR-23 Home program.

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

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

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

Multiple agencies conduct outreach throughout the City of Worcester. Collaborative efforts supported by the Worcester County Continuum of Care and the City's Emergency Solutions Grant (ESG) provide outreach and case management services that connect unsheltered individuals to emergency shelters, supportive services, and permanent housing.

The City continues its strategy of engaging unsheltered individuals living in places not meant for human habitation and assessing their specific needs. ESG funds support 80% of the salary for a Community Navigator/Recovery Coach who works with the City of Worcester Quality of Life Task Force to assess needs, provide access to mainstream resources, and facilitate housing referrals for 20 unduplicated shelter households with children and 189 unduplicated unsheltered individuals.

During the contract year, HHS connected with 313 individuals living in unsuitable locations. Of these, 189 individuals completed intake and were referred to community-based resources, including shelter, housing, transportation, behavioral health care, medical services, and other mainstream benefits through the Homeless Outreach Team. Additionally, 70 individuals worked with the Community Navigator/Recovery Coach to develop individualized housing placement plans. A total of 120 individuals entered substance abuse treatment, and 63 individuals participated in Jail Diversion through the Recovery Court Program.

Since 2019, the Housing Outreach Team has assisted 2,937 individuals and households experiencing homelessness, completing more than 6,590 interactions including intakes, follow-ups, check-ins, and exits once housing or services were secured. During this period, 1,335 individuals accessed detox services, and 420 individuals were successfully connected with housing services.

Additional ESG-funded outreach is provided by Open Sky Community Services, Central Mass Housing Alliance (CMHA), South Middlesex Opportunity Council (SMOC), Veterans Inc., and Dismas House. These agencies offer long-term engagement by regularly visiting areas where unsheltered individuals congregate, including downtown, Union Station, the public library, parks, and roadside locations. Dismas House provides critical support to individuals exiting incarceration who would otherwise face homelessness. Soup kitchens and food pantries also assist in identifying individuals and families. Continued long-term engagement builds trust, particularly among individuals who initially refuse services, and supports mental health assessments, treatment referrals, advocacy, and assistance with benefits.

Addressing the emergency shelter and transitional housing needs of homeless persons

The City's one-year plan to address emergency and transitional housing needs is reflected in Strategic Plan Goal 8: Resolve Barriers to Housing for Homeless Persons, and Goal 9: Housing Opportunities for People Living with HIV/AIDS. These activities are supported through ESG and HOPWA funding.

ESG shelter funds support case management for triage and assessment services at two locations. The Queen Street Shelter now serves men only, and the women's-only shelter on Chandler Street opened on August 6, 2025. The MLK Chandler Street shelter also serves as a transitional housing facility for individuals fleeing domestic violence. In total, ESG emergency shelter funds supported 1,358 unaccompanied adults experiencing homelessness through the Triage and Assessment Center, and 82 individuals fleeing domestic violence through emergency shelter operations.

These programs support emergency and transitional housing needs by providing crisis intervention, safety, and stabilization. Case management includes employment support and other re-entry skills to prepare individuals for transition to permanent housing. While permanent housing remains the goal, some highly vulnerable populations require extended stabilization and intensive case management.

HOPWA funds supported operations and supportive services associated with transitional housing, including intensive case management for HIV-positive women (with or without children) and special needs populations such as individuals discharged from institutions or those experiencing severe mental health or substance use challenges. Making Opportunity Count continues to serve 12 households after expanding its program, and AIDS Project Worcester provided services to 82 unduplicated HIV-positive individuals during the program year.

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

Under Strategic Plan Goal 7: Expand Resources for Homelessness Prevention, HOPWA funds helped 64 low-income individuals with HIV/AIDS avoid homelessness through short-term rent, utilities, and mortgage (STRMU) assistance. Additional individuals received Permanent Housing Placement (PHP) assistance such as first and last month's rent to stabilize permanent housing.

Prevention services are also supported through ESG-funded case management. The Commonwealth of Massachusetts provides education and resources for youth currently or formerly in foster care, including information on rights, services, health, education, and independent living. Despite these supports, some youth experience homelessness or housing instability. Providers nationwide have found rapid rehousing to be an effective intervention for youth, utilizing the core components of adult rapid rehousing—housing identification, rental assistance, and case management—tailored to youth developmental needs.

Locally, the City partners with the Continuum of Care and agencies such as Open Sky Community Services, SMOC, and LUK, Inc. to support youth at risk of aging out of foster care without permanency or those who have already aged out. This collaboration continues to strengthen inter-agency relationships and ensure comprehensive, outcome-oriented services for youth and young adults facing significant barriers to stability.

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

The City Manager's 28-member Task Force for Sustaining Housing First Solutions continues to implement strategies to achieve functional zero for adult chronic homelessness. Key recommendations include:

- Expanding partnerships to increase supportive housing units for individuals likely to enter chronic homelessness

- Strengthening coordination through the CoC and the Coordinated Entry system to prioritize chronically homeless individuals

- Developing scattered-site supportive housing and small (10–15 units) or moderate (25 units) congregate models with on-site managers

- Supporting permanent supportive housing projects such as A Place to Live, a 24-unit development completed for \$7.7 million

- Identifying capital sources and expanding Worcester's low-interest loan fund for development
- Assisting providers in locating suitable sites and donating City-owned land where feasible

The City's plan focuses on reducing reliance on costly shelter stays and increasing efforts toward homelessness prevention and rapid stabilization. The overarching goal is to help individuals and families obtain safe, affordable permanent housing. The City continues to explore innovative housing development approaches, including rehabilitation of existing housing stock, while improving delivery of comprehensive services targeting those experiencing homelessness and other special needs.

HUD-funded programs prioritize extremely low-income and very low-income households. Local providers such as Open Sky Community Services offer essential services to prevent homelessness and work closely with families, unaccompanied youth ages 18–24 (including LGBTQIA+ youth), and individuals with co-occurring mental health and substance use needs.

ESG Rapid Rehousing funds provide short- and medium-term rental assistance, relocation support, and stabilization services throughout the year. HOPWA funds support stabilization for 190 individuals with HIV/AIDS through supportive services, Tenant-Based Rental Assistance, facility-based housing programs, and rental startup assistance to ensure transitions into permanent housing.

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

Actions taken to address the needs of public housing

The Worcester Housing Authority (WHA) owns and manages approximately 3,000 Public Housing (PH) units and administers roughly 4,000 housing vouchers in its federal Housing Choice Voucher and state MRVP programs. As one of the largest housing authorities in the Commonwealth, WHA remains committed to ensuring access to safe, decent, and affordable housing for the residents of Worcester. In 2020, the WHA completed a property wide feasibility study by EJP Consulting. The WHA is reviewing the recommendations of EJP for the WHA to maintain the long-term affordability of each program. Recognizing the urgency of the affordable housing crisis, WHA has also undertaken bold redevelopment efforts aimed at expanding housing opportunities across the city. Through the transformative Curtis and Lakeside redevelopment projects, WHA is poised to add approximately 283 new affordable units to its portfolio. These developments represent not just an expansion in housing stock, but a meaningful investment in the future of Worcester—providing more families with the stability and an opportunity that come with having a place to call home.

In addition to major redevelopments (see further below), the WHA invests millions of dollars annually in improvements at properties across its portfolio.

Modernization Facility Upgrades:

The WHA completed code and modernization facility upgrades totaling over \$10 million for its public housing portfolio. Projects included replacement of antiquated elevator, fire alarm, fire suppression systems, envelope systems including installation of energy efficient windows and many other unit upgrades across the city.

Major Redevelopment Projects

- **Curtis Innovations Project**

Redevelopment of Curtis Apartments, built in the early 1950s, is well under way, with our development partner, Trinity Financial, Inc. Phase 1 is now complete, consisting of two buildings, 129 new affordable apartments are now occupied.

Phase 2 of the Curtis Redevelopment is already moving forward, with demolition complete and the first of 3 new buildings already framed. This phase includes construction of the Empowerment and Opportunity Center (EOC). The EOC will house the Family and Resident Services staff, Housing Managers Office, the GBV branch library, a community room for public meetings, an office for our Resident Council, classrooms, our Step-Up Apprenticeship Program, and a new computer lab. This amazing facility will allow our residents to work toward their goals while receiving the proper assistance, all under one roof. In addition, each phase of the Curtis Innovations Project will have 10% of the new apartments designed for fully accessible needs.

- **Lakeside Apartments Project**

Built almost 80 years ago, Lakeside Apartments has become obsolete. The WHA has partnered with developers, Tremont Development, Inc and E3 Development, Inc. to replace the aged 202 apartments at Lakeside with a total of 350 affordable units including 10 affordable homeownership condominiums. The project will be done in four phases. Phases 1 and 2 are well underway with completion expected to occur in late 2027. Just like at Curtis, the Lakeside project will feature 10% of all units with fully accessible features.

Self-Sufficiency:

Our A Better Life and Family Self-Sufficiency program provide comprehensive services to help our families reach their life goals. These programs offer intense case management to participants. ABL encourages, motivates, and requires participants to either complete their education, obtain a full-time job, or a full-time combination of both. FSS is a voluntary program that helps families increase their income through educational, employment, and financial services. When their rent increases as a result of an increase in income, the difference is saved in escrow and, when the program is completed, the money saved can be used toward a number of purposes, such as buying a house or private-market apartment. These programs follow the WHA's mission to enhance the Worcester community by creating and sustaining decent, safe, and affordable housing that champions stability and self-sufficiency for our residents.

Housing Opportunities

- **A Place to Live**

The WHA is proud to have partnered with the City of Worcester a number of local agencies, as well as the state, to introduce the first permanent, long-term solution for housing the chronically homeless in Worcester. A Place to Live at 38 Lewis Street opened in December 2024 and has since strived to provide residents a place to call home while obtaining the tools and skills necessary to chase their dreams. We work with the Continuum of Care on referrals. If there are none, we house the homeless based on our own lists. A full-time case manager works with each resident individually, while partnering with local organizations to provide a range of programming and services, such as hygiene and health care, financial independence, and recovery from addiction, to mention a few. This person advocates for our residents and champions their wellbeing. Each individual works off an Individual Service Plan, or ISP. A live-in manager provides supervision at night. We are proud of the efforts many of our residents have put into improving their lives, taking advantage of programs run with community partners and established by the case manager.

- **New Beginnings**

The WHA provides housing opportunities for men in recovery through its New Beginnings program. New Beginnings is a sober living program designed for men who want to live and enjoy life in a drug and alcohol-free environment. Accountability is a common value that needs to be shared by all who participate in the program. This is a zero-tolerance program, and all residents will be responsible for maintaining a clean and sober lifestyle. Applicants are referred to the WHA from a community partner specializing in substance abuse recovery. Acceptance into New Beginnings is contingent upon two simple conditions: a desire to live in a drug and alcohol-free setting and adherence to the program guidelines.

Enhanced Public Safety

- Keeping its communities safe and crime free is the Worcester Housing Authority's first priority. To be successful, the WHA relies on partnerships with the Worcester Police Department and its residents.
- The WHA meets with resident councils and holds routine Community Engagement sessions to discuss crime and crime prevention methods.
- The WHA provided regular public safety updates at monthly meetings with resident council leaders (Jurisdiction-Wide Resident Council).
- The agency has also invested in new security cameras and increased lighting in frequently-used areas such as parking lots

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

The Worcester Housing Authority (WHA) is dedicated to improving the lives of low-income individuals and families by providing not just safe and affordable housing, but also a range of services that promote self-sufficiency and enhance quality of life.

- Affordable Housing and Self-Sufficiency: WHA offers affordable housing while also focusing on self-sufficiency through employment, job training, and education. Apprenticeship programs like "Step Up" give residents opportunities for meaningful employment.
- Educational Support: WHA emphasizes education through on-site GED and ESL classes, offered in partnership with Quinsigamond Community College (QCC), along with computer and homework centers that support learning and personal growth for residents of all ages.
- Home Ownership Assistance: The Family Self-Sufficiency (FSS) program helps families transition from renting to owning a home. Participants receive resources and referrals for credit counseling and banking, along with access to their escrow accounts, which can be used toward down payments, closing costs, and other expenses related to purchasing a home. WHA has long

recognized that a meaningful part of its success depends on the satisfaction and stability of its residents.

- **Resident Engagement:** WHA values resident feedback and builds partnerships through tenant organizations and regular meetings with the Jurisdiction-Wide Resident Council (JWRC) to discuss policy and program changes.
- **Tenant Organizations:** WHA continues to encourage the formation and growth of tenant organizations, which serve as the primary channel through which residents share ideas and concerns with WHA administration — and through which policy, operational, and program changes are communicated back to residents. The Chief Executive Officer meets monthly with the WHA Jurisdiction-Wide Resident Council to discuss policy changes, program implementation, and other areas of WHA operations that directly affect the people it serves. WHA recognizes and values the knowledge, life experience, and ideas its resident population brings to this work.
- **Community Safety:** To ensure safety, WHA collaborates with the Worcester Police Department and maintains active Crime Watch groups, involving residents and various local agencies in regular meetings.
- **Future Goals:** WHA remains committed to providing safe and affordable housing while continuously exploring innovative programs and opportunities to increase housing options for the community. This comprehensive approach underscores WHA's commitment to both immediate support and long-term success for its residents.

Actions taken to provide assistance to PHAs

- The WHA continues to be a high performer on the HUD PHAS (Public Housing Assessment System) and HUD SEMAP (Section 8 Management and Assessment Program), consistently demonstrating strong operational performance, effective program management, and a commitment to compliance and service excellence. WHA also consistently performs well on state PMR (Performance Management Review).
- WHA also assists other Public Housing Authorities in turnover of vacant units (WHA operates a Vacant Unit Turnover Task Force), capital assistance, and management.

This continued level of performance reflects the professionalism, dedication, and expertise of WHA staff and the agency's ongoing commitment to achieving strong outcomes for the residents and communities we serve.

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

Actions taken to remove or ameliorate the negative effects of public policies that serve as barriers to affordable housing such as land use controls, tax policies affecting land, zoning ordinances, building codes, fees and charges, growth limitations, and policies affecting the return on residential investment. 91.220 (j); 91.320 (i)

The City of Worcester continues to address barriers to affordable housing through a variety of coordinated initiatives and service referrals, including the work conducted by the Human Rights Office. Since June 2024, under new leadership, the Office has expanded its efforts to support residents facing housing-related challenges by facilitating access to appropriate legal and social resources.

The Human Rights Office routinely refers housing-related complaints and concerns to relevant external and internal agencies. These referrals include, but are not limited to: Community Legal Aid (CLA), the Massachusetts Commission Against Discrimination (MCAD), the Housing Court and its Court Service Center resources (such as the Lawyer for the Day program), as well as City departments including Inspectional Services and the Department of Health and Human Services.

Staff within the Office bring extensive expertise in housing, civil rights, and anti-discrimination law, enabling the team to effectively assess incoming concerns and connect individuals to appropriate avenues for support or resolution.

Complaints received include concerns with landlords, habitability conditions, rent disputes, or eviction risks. Ongoing documentation and analysis of these complaints also help to inform broader City policy and programmatic responses aimed at alleviating housing barriers. The office has fielded 11 formal housing complaints between June 2024 and July 2025.

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

November 2024, the City launched a Community Development Survey to reassess the needs of Worcester residents. Survey responses revealed a continued and urgent need for housing and outreach services for individuals who are homeless or at risk of homelessness. Additionally, residents expressed a strong demand for job training and placement programs, youth services, and affordable childcare.

While the City remains committed to investing in these critical areas, the persistent high level of need requires ongoing collaboration and effective communication with numerous partner agencies. Over the past year, the City has strengthened relationships with community partners through on-site visits to local non-profits, project coordination meetings at City Hall, and weekly Zoom meetings with agencies participating in the City's Continuum of Care coordination efforts.

To improve service accessibility for residents who speak languages other than English, the City has continued its partnerships with organizations that provide services in native languages or offer

interpretation support. Particular attention has been given to serving Worcester’s large Spanish-, Portuguese-, and Vietnamese-speaking populations. In response to a recent increase in Haitian Creole-speaking residents seeking services, the City and its partner agencies have expanded the use of dial-in language services for French and other emerging language needs.

The City has also improved the on-site experience for residents visiting City Hall. This year, photo ID badges were implemented for all City employees, and a self-service check-in kiosk was installed on the first floor to help guide visitors. Designated visitor parking spots have been added along Main Street, including accessible parking spaces, and all visitors can now enter through the front entrance, where security and information personnel are available to provide assistance.

The City remains committed to identifying underserved needs and improving access to services—both at City Hall and through the many partner agencies supported by Community Development Block Grant (CDBG) and other City-administered funds.

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

The Worcester Lead Abatement Program was awarded a \$4.1 million Lead Hazard Reduction Control Grant from the HUD Office of Healthy Homes in 2023 for lead paint and soil abatement of low income and very low-income housing units, as well as the provision of primary prevention services to low- and moderate-income families with children under the age of 6. The City’s Housing Development Division (HDD) administers the Worcester Lead Abatement Program providing up to \$75,000 per unit to assist with lead abatement in properties with LMI tenants. HDD also coordinates the Massachusetts “Get the Lead Out” loan program funded by MassHousing for additional abatement assistance over \$30,000.

CDBG funded housing projects over \$25,000 undergo deleading in conjunction with the scheduled rehabilitation. A lead report will be obtained prior to rehabilitation for projects between \$5,000 and \$24,999. This cycle, the City had assessed 122 units for lead hazards and completed de-leading in 78 units of LMI housing totaling \$1,400,000 in HUD lead funding. \$102,325 was utilized in match funding. The 2023 LHR grant cycle aims to assess 195 units for lead hazards and complete lead abatement in 165 units before 2027

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

ESG and HOPWA funding supported nine contracts (\$442,891.64) and four contracts (\$703,335.19), assisting populations with homelessness, housing insecurity, and HIV/AIDS. HOME-funded Tenant-Based Rental Assistance helped 30 single adults secure stable housing with support services.. Efforts also focus on promoting self-sufficiency through employment training, job placement programs, and essential life skills services such as financial counseling and housing stabilization support. The Executive Office of Economic Development (EOED) works closely with partner agencies to coordinate programs and initiatives aimed at reducing poverty across the City.

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

Since its formation in July 2014, the Worcester City and County Continuum of Care (CoC) Board has served as the lead decision-making body for homeless services in Worcester County. The Board operates through key committees, including HMIS Data Collection, Program Outcomes and Monitoring, Mainstream Resources, Veterans, and Coordinated Entry.

The Program Outcomes and Monitoring Committee, chaired by the City of Worcester's Department of Health & Human Services, continues to lead efforts to track system performance and progress toward ending homelessness. The Central Massachusetts Housing Alliance, Inc. (CMHA), as the CoC's lead agency, partners with the City and CoC-funded organizations to manage the Coordinated Entry System, which improves access to housing and services across Worcester County.

Two weekly workgroups—focused on families and individuals—maintain policies that prioritize those with the highest needs, especially chronically homeless households. While the CoC supports a Housing First approach, it acknowledges some programs must follow funding-mandated prioritizations based on population characteristics.

HMIS, managed by CMHA and supported by ESG funding, enables consistent data collection across CoC and ESG-funded programs. Along with Point-in-Time counts, HMIS data supports resource allocation and system planning. The City has also funded infrastructure upgrades and inter-agency collaboration to strengthen the overall homeless response system.

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

The Executive Office of Economic Development (EOED) continues to foster strong relationships and enhance coordination between public and private housing and social service providers across the City. Development of the Consolidated Plan benefited from input from a wide range of stakeholders through interviews, focus groups, and participation in public meetings and hearings. Participating entities included agencies with expertise in housing, youth services, case management, mental health, education, employment assistance, basic needs, and health services.

During the fifth year of the current planning period (2024 – 2025), the City expanded its engagement with agencies participating in the Continuum of Care (CoC), led by the Central Massachusetts Housing Alliance (CMHA). The City's Housing Division maintains a close partnership with CMHA and has worked collaboratively with CoC member agencies to inform the development of Worcester's next Five-Year Consolidated Plan. This engagement has included regular participation in inter-agency Zoom meetings, where partners discuss housing priorities, system coordination, and emerging service needs.

The City of Worcester remains actively engaged in strengthening coordination efforts with private and public interests, as well as social service agencies to support broader economic and community development goals. EOED, through its 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 serve entrepreneurs, small business owners, and managers.

To further support local housing coordination, the City has convened interdepartmental working groups that include representatives from departments such as Economic Development, Inspectional Services, and Human Rights. These working groups offer a platform for addressing issues such as rental conditions, code enforcement, access to affordable housing, and other challenges facing low-income and vulnerable populations.

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

Please see attached the results of the impediments to fair housing attached to this report.

Worcester used ESG, HOME, and HOPWA funds to remove barriers to stable housing for groups facing systemic discrimination:

- 30 people housed through HOME Tenant-Based Rental Assistance.
- Extensive ESG/HOPWA services supporting people experiencing homelessness and people with HIV/AIDS.

These programs reduce impediments related to availability of units for homeless individuals, people with disabilities, and medically vulnerable households.

CR-40 - Monitoring 91.220 and 91.230

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

The City of Worcester has established comprehensive procedures to ensure compliance with all program requirements for the CDBG, HOME, HOPWA, and ESG entitlement programs. Projects are closely monitored to confirm their alignment with the goals outlined in both the Annual Action Plan and the Five-Year Consolidated Plan. Monitoring efforts also track progress toward the benchmarks and milestones detailed in grant agreements.

Each project is assigned a monitor responsible for overseeing compliance. Special attention is given to first-time subrecipients of entitlement funds administered by the City. Monitors use "desktop audits" to assess program performance, reviewing subrecipient Project Cash Request (PCR) documentation to evaluate both expenditure timeliness and progress toward program outcomes.

In addition to desktop reviews, monitors conduct at least one on-site visit per program year for each funded activity. These visits allow staff to verify compliance with federal regulations and ensure that subrecipients are actively working toward the objectives in their agreements with the City. Site visits also offer subrecipients technical assistance and feedback on program administration.

As part of ongoing oversight, monitors conduct program-specific risk assessments to determine which subrecipients require more intensive monitoring. Subrecipients are considered high-risk if they:

- Have limited experience with entitlement funding;
- Experience high turnover in key staff positions;
- Frequently alter their mission, goals, or programming;
- Have a history of compliance or performance issues, such as missed deadlines, late reports, or unresolved audit findings;
- Are managing multiple CDBG, HOME, ESG, or HOPWA-funded activities simultaneously.

Based on risk assessments, monitors may schedule more frequent site visits. All visits are scheduled in advance, and subrecipients are informed of the purpose and scope beforehand.

During site visits, monitors review subrecipient files for compliance with administrative, financial, and programmatic requirements. They also confirm adherence to agreed-upon timelines and budgetary goals. The City of Worcester's monitoring checklist is used to document the visit, and monitors keep a written record of their findings. After the visit, a formal monitoring letter is issued summarizing results.

If any concerns or findings of noncompliance are identified, the City will issue a follow-up letter with recommended corrective actions. When a formal finding is issued, the letter will include a specific

deadline for resolution. The monitor is responsible for verifying that corrective actions are completed by the deadline.

Should a subrecipient materially fail to meet the terms of their agreement or violate applicable federal regulations, the City may suspend or terminate the agreement through formal written notice.

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

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

The citizen participation / community development process for the current five-year consolidated plan began with the development of the 2024 community development survey, which built upon insights from previous community input efforts, including the 2019 consultations and various interdepartmental strategic planning initiatives, such as the Green Worcester Sustainability and Resilience Strategic Plan (2020), the City of Worcester Strategy Plan FY 2025-2029, Now/Next Worcester's Citywide Plan (2024), and the Worcester Mobility Action Plan (2024). The survey, conducted between November and December of 2024, aimed to gather public input on evolving community needs by using a combination of multiple-choice, rank-choice, and open-ended questions. It also considered actual funding distributions from the previous five-year plan (2020-2025) to better understand shifting priorities. The survey was distributed widely, both online via the City's social media platforms and offline at various public and private institutions across Worcester, reaching 109 respondents, 92 percent of whom were Worcester residents.

The preliminary survey results were shared with the Community Development Advisory Committee (CDAC), which reviews and scores submissions for CDBG funding, and submits recommendations for fund allocation to the City Manager and City Council. Based on the survey findings, the CDAC scoring system was updated to award discretionary points for proposals addressing the following critical community needs identified in the survey: job preparation, job training, mental health support, substance use disorder support, and child care. Affordable housing remained a priority but was not included in the discretionary point award, as the housing division oversees affordable housing related projects, and allocates funding for all HOME, ESG, and HOPWA funds with separate citizen advisory committees.

In addition to CDAC scoring, survey results were used by City Staff to inform the strategies within the five-year plan. A summary of the survey results was publicly posted on the City's website for transparency. As required by CFR regulations, two public hearings were held, and the draft of the consolidated plan was published for a 15-day public comment period in the *Telegram and Gazette*. These efforts reflect a comprehensive approach to ensuring community input is integrated into the development of the current five-year consolidated plan.

The HOPWA Advisory Committee vetted HOPWA proposals. This committee is composed of experts in community health and the HIV/AIDS field in Worcester County and Connecticut. The process is similar to

CDAC in its review, including holding a remote 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. Recommendations were then sent to city administration for approval.

ESG proposals, vetted by the ESG RFP Review Committee comprised of members of the Worcester City and County Continuum of Care (CoC). The ESG RFP Review Committee followed a similar process to the CDAC in its review, including holding a remote 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. Recommendations were then sent to city administration for approval

This draft of the proposed Consolidated Annual Performance Evaluation Report (CAPER) reviewing the period of July 1, 2025, through June 30, 2026, was released for citizen review and comments as advertised in the Worcester Telegram & Gazette on **September 11, 2026 for a 15-day public comment period from September 11, 2026, through September 25, 2026**. The full draft of the CAPER was made available on the City Website. In addition, a physical copy of the draft CAPER was made available during regular business hours between 8:30 a.m. and 5:00 p.m., Monday through Friday at the Neighborhood Development Division office located at 455 Main Street, Ste 405, Worcester, MA 01608.

CR-45 - CDBG 91.520(c)

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

The City continues to adapt to the gradual decline in available funds by prioritizing the use of diverse funding sources for project implementation, supporting non-profit partners, and providing technical assistance to community partners.

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

No

CR-50 - HOME 24 CFR 91.520(d)

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

The following HOME properties had an on-site inspection between September 2025 and August 2026: 36 Upsala Street (“Upsala Elder Apartments”), 74 Providence Street (“MPI Union Hill”), 120 Washington Street, 38 Lewis Street (“A Better Place to Live”), 48 Vernon Street (“Village at Ascension Heights”), 52 High Street, 92 Grand Street, 974-976 Main Street (“Nuestras Casas”), 25, 30 – 32 Hammond Street (“Kilby Gardner Hammond”), 115 Piedmont Street, 657 Main Street, 9 May Street, 332 Main Street, 126 Chandler Street, 84 Piedmont Street, 136 Austin Street, 7-11 Beilevue Street, 3 Bancroft Street, and 26 Channing Street (“Channing Terrace”).

In response to the City’s expanding affordable rental housing portfolio, a new staff member has been hired to focus exclusively on monitoring activities for restricted properties. The Housing Division now maintains a centralized inventory of all restricted properties. The Housing Monitoring Specialist is responsible for tracking monitoring requirements, maintaining complete property records, identifying potentially troubled properties or instances of non-compliance, conducting desk reviews, and scheduling and performing on-site monitoring visits. The City is currently reviewing the HOME portfolio for this year and assessing risk factors for each property. On-site monitoring of HOME properties is scheduled to begin in the fall.

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

Property managers are responsible for conducting affirmative marketing in accordance with the requirements of the HOME program. These responsibilities are outlined in the affordable housing restriction recorded with the Worcester Registry of Deeds upon project completion. Affirmative Fair Market Housing Plans are reviewed annually by the Housing Monitoring Specialist to ensure that they continue to comply with applicable marketing requirements. Property managers are strongly encouraged to register available units in the Massachusetts Housing Navigator, a comprehensive affordable housing search engine for the State of Massachusetts.

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

According to the PR-09 report HOME Program Income was not received or expended during the reporting period.

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

The City continues to leverage funding to support HOME assisted affordable housing projects, including several projects jointly administered through the City's Affordable Housing Trust Fund now underway, such as Lincoln Square Apartments and the Merrick at the Square rental development.

This year in partnership with VHB, a Massachusetts-based civil engineering and consulting firm, the City has completed an assessment of city-wide housing data analysis, monitoring, and reporting needs for affordable housing. This effort resulted in an internal report outlining specifications for a new Housing Data Platform. In addition, the City has hired a dedicated housing staff member to oversee and track active property restrictions. These restrictions have been consolidated into a centrally maintained inventory containing over 300 and growing active restrictions across various programs administered by the Worcester Housing Development Division. In connection with this inventory, the City has automated processes to improve oversight of this portfolio, including automated notifications for expiring restrictions and alerts for restricted properties appearing on MLS listings.

CR-55 - HOPWA 91.520(e)

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

Table for report on the one-year goals for the number of households provided housing through the use of HOPWA activities for: short-term rent, mortgage, and utility assistance payments to prevent homelessness of the individual or family; tenant-based rental assistance; and units provided in housing facilities developed, leased, or operated with HOPWA funds.

Number of Households Served Through:	One-year Goal	Actual
Short-term rent, mortgage, and utility assistance payments	40	35
Tenant-based rental assistance	6	16
Units provided in transitional housing facilities developed, leased, or operated with HOPWA funds	10	0
Units provided in permanent housing facilities developed, leased, or operated with HOPWA funds	10	14
Total	66	65

Table 13 – HOPWA Number of Households Served

Narrative

Please see attached HOPWA CAPER for additional details and information.

CR-58 – Section 3

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

Total Labor Hours	CDBG	HOME	ESG	HOPWA	HTF
Total Number of Activities	1	1	0	0	0
Total Labor Hours	1216	100672			
Total Section 3 Worker Hours	123	7004			
Total Targeted Section 3 Worker Hours	0	0			

Table 14 – Total Labor Hours

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

Other.	0	0			
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Table 15 – Qualitative Efforts - Number of Activities by Program

Narrative

During the last year, the City completed construction on the Roosevelt Elementary School Exterior Site Improvements project. This \$2,000,000 project which included the reconstruction and replacement of driveways, access roadways, pedestrian sidewalks and crosswalks was subject to Section 3 and efforts have been made to meet quantitative Section 3 benchmarks for local and low-income labor hours through advertising and outreach during the contract bidding process. A local City of Worcester business was awarded the project. Of 1,216 total labor hours worked on this project, 123 (10.12%) were worked by Section 3 workers.

CR-60 - ESG 91.520(g) (ESG Recipients only)

ESG Supplement to the CAPER in *e-snaps*

For Paperwork Reduction Act

1. Recipient Information—All Recipients Complete

Basic Grant Information

Recipient Name	WORCESTER
Organizational DUNS Number	065782578
UEI	
EIN/TIN Number	046001418
Identify the Field Office	BOSTON
Identify CoC(s) in which the recipient or subrecipient(s) will provide ESG assistance	Worcester City & County CoC

ESG Contact Name

Prefix	Mr
First Name	James
Middle Name	A
Last Name	Brooks
Suffix	
Title	Director of Housing Development

ESG Contact Address

Street Address 1	455 Main St.
Street Address 2	
City	Worcester
State	MA
ZIP Code	01608-
Phone Number	5087994100
Extension	31427
Fax Number	
Email Address	brooks@worcesterma.gov

ESG Secondary Contact

Prefix	
First Name	
Last Name	
Suffix	
Title	
Phone Number	
Extension	
Email Address	

2. Reporting Period—All Recipients Complete

Program Year Start Date 07/01/2025
Program Year End Date 06/30/2026

3a. Subrecipient Form – Complete one form for each subrecipient

Subrecipient or Contractor Name: WORCESTER

City: WORCESTER

State: MA

Zip Code: 01608,

DUNS Number: 065782578

UEI:

Is subrecipient a victim services provider: N

Subrecipient Organization Type: Unit of Government

ESG Subgrant or Contract Award Amount: 70601.89

Subrecipient or Contractor Name: SOUTH MIDDLESEX OPPORTUNITY COUNCIL INC

City: Framingham

State: MA

Zip Code: 01702, 8313

DUNS Number: 030806830

UEI:

Is subrecipient a victim services provider: N

Subrecipient Organization Type: Other Non-Profit Organization

ESG Subgrant or Contract Award Amount: 95814.56

Subrecipient or Contractor Name: CENTRAL MASSACHUSETTS HOUSING ALLIANCE INC

City: Worcester

State: MA

Zip Code: 01609, 2706

DUNS Number: 152234865

UEI:

Is subrecipient a victim services provider: N

Subrecipient Organization Type: Other Non-Profit Organization

ESG Subgrant or Contract Award Amount: 15000

Subrecipient or Contractor Name: Veterans, Inc.
City: Worcester
State: MA
Zip Code: 01605, 2600
DUNS Number: 941967796
UEI:
Is subrecipient a victim services provider: N
Subrecipient Organization Type: Other Non-Profit Organization
ESG Subgrant or Contract Award Amount: 124682.28

Subrecipient or Contractor Name: Dismas House of Massachusetts, Inc.
City: Worcester
State: MA
Zip Code: 01603, 2609
DUNS Number: 187596007
UEI:
Is subrecipient a victim services provider: N
Subrecipient Organization Type: Other Non-Profit Organization
ESG Subgrant or Contract Award Amount: 22296.91

Subrecipient or Contractor Name: The Bridge of Central MA
City: Worcester
State: MA
Zip Code: 01602, 3414
DUNS Number: 097451108
UEI:
Is subrecipient a victim services provider: N
Subrecipient Organization Type: Other Non-Profit Organization
ESG Subgrant or Contract Award Amount: 86682.71

Subrecipient or Contractor Name: RC Bishop of Worcester St Johns Church
City: Worcester
State: MA
Zip Code: 01604, 2560
DUNS Number: DP5AMW5CVED1
UEI:
Is subrecipient a victim services provider: N
Subrecipient Organization Type: Faith-Based Organization
ESG Subgrant or Contract Award Amount: 27813.29