

# CITY OF KILLEEN, TEXAS



## CITIZEN PARTICIPATION PLAN

As Amended

Adopted - July 1988

Revised January 1995

Revised April 1998

Revised January 2011

Revised January 2015

Revised January 2018

**Revised April 28, 2020**

City of Killeen  
Community Development Department  
Killeen, TX 76541  
(254) 501-7845

[www.killeentexas.gov/communitydevelopment](http://www.killeentexas.gov/communitydevelopment)

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## PREFACE

In order to receive CDBG funding, the U.S. Department of Housing and Urban Development (HUD) requires that the City of Killeen have an approved Citizen Participation Plan (CPP) that outlines policies and procedures for ensuring that residents have an opportunity to be fully engaged in community improvement activities. The Citizen Participation Plan provides the framework through which residents can have input and influence improvement activities particularly the development, implementation, and assessment of programs for the Consolidated Plan and other local HUD-funded programs. The first Citizen Participation Plan for the City of Killeen was developed by the Community Development Department under the guidance and requirements of 24 CFR Part 91.105 and complying with Section 104(a)(3) of the Housing and Community Development Act of 1974 (42 U.S.C. 5304(A)(3)). The CPP was approved and adopted by the Killeen City Council in July 1988 with revisions in January 1995, April 1998, January 2011, January 2015, and April 2020; all comply with revised regulations for Community Planning and Development Programs.

The consolidated submission process envisions that housing and community development planning and programming will be accomplished through a unified and comprehensive framework that will open new opportunities for collaboration and collective problem solving, involving all residents with citizen participation being an integral part of the City's relationship with the residents it serves. The City of Killeen encourages participation of local and regional institutions and other organizations (including businesses, developers, and community and faith-based organizations) in the process of developing and implementing the consolidated plan. The City will encourage, in consultation with the Housing Authority of Killeen [public housing agency], the participation of residents of public and assisted housing developments, along with residents of targeted revitalization areas in the process of developing and implementing the consolidated plan.

The CPP emphasizes the involvement of all residents, particularly residents of predominantly low- and moderate-income neighborhoods, minorities, and non-English speaking persons, persons with disabilities and persons residing in designated areas proposed to utilize CDBG funds.

The CPP also outlines the process through which the public can participate in the development of the consolidated plan, access general information, receive technical assistance, and to provide comments on any substantial amendments, the annual performance report, and receive timely responses to questions. The City will continue to explore alternative public involvement techniques and quantitative ways to measure efforts that encourage citizen participation in a shared vision for change in the community and neighborhoods, and the review of program performance through focus groups, and use of the Internet.

Involving the community is more than a formality or program requirement; it is the heart of the community development process. The community knows its own needs, and the advice and participation of each member of the community is essential to successful planning and implementation of community development programs. To that end, it is with great expectations that the community, its residents, and elected officials will resolve community and neighborhood concerns through the citizen participation process.

## ~CITY OF KILLEEN RESPONSIBILITY~

The Citizen Participation Plan is developed so as not to restrict the responsibility or the authority of the City to develop and execute its consolidated plan, annual action plans, program amendments, or performance report.

The Community Development Department (CDD) is responsible for the administration in the development and implementation of community development plans, programs, and services assisting eligible residents, sub-recipient organizations, and City Departments in obtaining and making use of the services and benefits provided by the Community Development Department. The Community Development Department, City staff will:

- Encourage residents to provide input for the Consolidated Plan (CP) and Annual Action Plans (AP) through letters, postings, and notices of such opportunities;
- Make available to all interested parties, information that includes the amount and proposed use of program funds, the estimated number of low- and moderate-income persons estimated to benefit from proposed activities, and the efforts to minimize adverse effects of any program activity on Killeen's residents, including displacement<sup>1</sup>;
- Publish notices pertaining to the Consolidated Plan, Annual Action Plans, program/plan amendments, and the Consolidated Annual Performance Report;
- Ensure that each report, plan, or summary provides a detailed overview of each program or service's objectives, outcomes, and performance measurements in compliance with the requirements of HUD Community Planning and Development program funds; and
- Ensure compliance with all federal requirements associated with the use and expenditure of HUD Community Planning and Development program funds.

## ~CITIZEN PARTICIPATION COORDINATOR~

The administrative authority for the operation of Community Planning and Development programs shall rest with the office of the City Manager. The Executive Director of the Community Development Department (EDCDD) will serve as the approving office for program implementation. In order to provide consistency and a single point-of-contact, the EDCDD and staff will be responsible for insuring that the CPP is carried out and that the City's citizen participation efforts are carefully documented and monitored. The EDCDD will serve as an advisor and secretary to the Community Development Advisory Committee (CDAC), keeping minutes, contacting committee members of hearings and meetings, and providing general program information to the members on a timely basis. The EDCDD may be contacted during regular business hours at 254.501.7847, at Community Development Department offices-802 N. 2<sup>ND</sup> Street, Building E, or by electronic mail to [lhinkle@killeentexas.gov](mailto:lhinkle@killeentexas.gov). All requests for information and/or assistance will be channeled through the EDCDD.

## ~COMMUNITY DEVELOPMENT ADVISORY COMMITTEE~

The Killeen City Council has established a Community Development Advisory Committee to encourage the amount of citizen participation in the planning and implementation of community planning and development programs. The committee consists of ten (10) members directly appointed by the City Council who are broadly representative of all elements in the community.

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<sup>1</sup> To minimize and mitigate the effects of displacement, the City will follow the procedures set out under the Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970 (the Uniform Act)

Insofar as practical, the committee will include some residents of low-and moderate-income neighborhoods.

The general duties of the Community Development Advisory Committee will include:

- Conduct community-planning meetings to solicit community input from residents and stakeholders, and assess community needs;
- Assist in the assessment and determination of community needs at both citywide and neighborhood levels and in the development of realistic goals and objectives to meet these needs;
- Assist in the evaluation and recommendation of proposals from community organizations and other eligible entities requesting funding and assistance;
- Assist in the development of specific project proposals for community development in the Consolidated Plan;
- Assist in the development of goals for housing assistance by type and location, and make recommendations to the City Council;
- Assist in the monitoring of current program activities and the evaluation of past program performance; and
- Assist in the implementation of HUD Community Planning and Development programs and modifications as determined by community assessment and HUD requirements.

### ~PUBLIC NOTICES~

The City of Killeen publicizes information pertaining to community planning and development programs. The EDCDD is responsible for insuring timely and descriptive notices are conveyed to the community through conventional and alternative mediums including methods such as newspaper, radio, television announcements, bulletin board postings, Internet, email, web page postings, and other acceptable means of communication. The various means of communication may include:

- Posting notices at various public places frequented by low-and moderate-income persons, i.e. City Utility Collections offices, City Hall, City Public Library, area Community Centers, and at the Killeen Housing Authority, etc.
- Providing notices to social and community service agencies that assist children, elderly persons, persons with disabilities, persons with HIV/AIDS and their families, and homeless persons; and
- Providing notices to local and regional institutions and other organizations including businesses, developers, and community, neighborhood, civic, and faith-based organizations

Notices may incorporate measures to allow for immediate response to current and/or future declarations of disaster and emergencies whereby the use and expenditures of funding may address and the need for immediate response to a declared disaster and/or emergency. Such notices will contain community planning and development information and be published on the Internet at the City web page in advance of scheduled specific actions to be considered. As budgeting permits, publication will be in a newspaper of general circulation and daily publication primarily serving the Killeen area.

Notices published in the daily newspaper will appear in the non-legal, non-classified section of the publication. At a minimum, the notices shall be written in the English language, easily readable and include the date, time, place, and general topics to be considered.

Notices will be published in English language. Additionally, notices will be published in non-English language(s) at such time the population of persons in Killeen equal 15% or more of the total population of Killeen city [according to U.S. Census Bureau Data]. (i.e., an estimated 22.9%<sup>2</sup> of the population of Killeen is Hispanic; therefore notices will also be published in the Spanish language).

### ~MEETINGS~

The City will provide citizens reasonable and timely access to local meetings **whether virtual or live** including, but not limited to Community Development Advisory Committee Meetings, Community Planning Meetings, Town Hall Meetings, and City Council Meetings. These meetings will be typical of informal “community” meetings where attendees will be given an opportunity to participate and engage in communications on housing and community development needs including priority non-housing community development needs.

The City will require a register of all persons attending the meeting and minutes of the meeting will be recorded. A copy of the attendee register and the minutes of the meeting will be available to the public within five (5) business days after the date of the meeting.

Community Development Advisory Committee Meetings and Community Planning Meetings will be held at easily accessible locations where a large percentage of very low- and low-income persons have been identified to reside.

Because it is anticipated that representatives of the local Hispanic population will attend these meetings, the City will have a bilingual representative available, fluent in both English and Spanish languages. The City shall provide translators for non-English speaking groups (e.g. Korean) upon requests received at least 48 hours prior to the meeting.

### ~USE OF THE CITIZEN PARTICIPATON PLAN~

The City of Killeen will follow guidelines established in the Citizen Participation Plan and will provide for any revisions or changes in accordance to the CPP. The CPP will be made available to all citizens and in a format accessible to persons with disabilities.

#### **GOALS OF THE CITIZEN PARTICIPATION PLAN**

The goals of the Citizen Participation Plan are to:

- Identify the authority and responsibilities of the City of Killeen with regard to adherence of federal statutory, regulatory, and written guidance associated with application, receipt and use of U.S. Department of Housing and Urban Development-Community Planning and Development Programs funding;
- Ensure that development of the Consolidated Plan is responsive to the needs of Killeen’s low- and moderate-income residents;

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<sup>2</sup> U.S. Census bureau State & County QuickFacts. Data derived from Population Estimates, American Community Survey, Census of Population and Housing. Last Revised: Thursday December 4, 2014 09:57:02 EST.

- Provide a framework for residents, and community and neighborhood-based organizations to have input in the planning implementation, coordination, and assessment of the Consolidated Plan. The CPP details the proposed use of the City's HUD funded Community Planning and Development Programs;
- Ensure maximum participation from all interested local and regional developers including Community Housing Development Organizations (CHDOs), Community Based Development Organizations (CBDOs), and Community Development Corporations (CDCs) in partnership with the City to secure decent housing, create suitable living environments and expand economic opportunities for residents of the Killeen community.

### **~REVISION OF THE CITIZEN PARTICIPATION PLAN~**

At such time the Citizen Participation Plan requires revision, the Community Development Department will publish a notice on its Internet web site. The notice will indicate that the Citizen Participation Plan has been revised, identify how a copy of the document may be obtained, and invite public comments.

Unforeseen events, emergency situations, and declarations of disaster requiring revisions to the CPP will provide a public review/comment period for a minimum of five (5) days. Citizens will have 5 days to review the amended CPP and submit comments to the City of Killeen through the Community Development Department otherwise the public review/comment period will be for fifteen (15) days. All citizen comments will be maintained on file. Upon request, arrangements will be made to accommodate requirements for persons with disabilities to access the amended CPP.

### **~PUBLIC HEARINGS~**

The EDCDD will initiate, schedule and publicize any public hearings pertaining to the receipt, use, and expenditure of HUD Community Planning and Development program funds. A minimum of two (2) public hearings, per year, will be conducted in the program year to obtain citizens' views and to respond to proposals and questions. Together, the hearings will address housing and community development needs, development of proposed activities, and review of program performance. At least one of the hearings will be held before the proposed consolidated plan is published for comment.

Public hearing notices may incorporate measures to allow for immediate response to current and/or future declarations of disaster and emergencies whereby use and expenditures associated with allocations and receipt of funding provided by the U.S. Department of Housing and Urban Development (HUD) will require statutory and regulatory requirements to address an immediate response to the declared disaster and/or emergency. This type of public hearing notice will be published on the Internet at the City web page in advance of the public hearing date, otherwise public hearing notices will be published in accordance with the PUBLIC NOTICES section of this plan. All public hearing notices will include sufficient information about the subject of the hearing. Public Hearings notices will be published on the Internet at the City web page in advance of the public hearing date.

Public Hearings will be held primarily in City Council Chambers, 101 N. College Street, Killeen, Texas. Public Hearings required to address immediate response to current and/or future declarations of disaster and emergencies may be held by “virtual” means using live streaming video, audio, and/or text to allow people, regardless of their location, to receive and comment on information and data in real-time without being physically located together. Citizens will be provided reasonable notification of and access to public hearings as relevant information permits.

In the case of public hearings where significant number of non-English speaking residents can be reasonably expected to participate, the City shall have a person fluent in both English and the non-English language. Requests for accommodations for persons with disabilities or persons requiring language translation shall be met providing a minimum of 48 hours’ notice prior to the date and time of the hearing.

Public hearings will be held primarily after 5:00 PM to accommodate persons who work during the day.

### **~TECHNICAL ASSISTANCE~**

The City of Killeen will provide technical assistance to all interested persons/parties so they may adequately participate in the planning, implementing, and assessing of community development programs. Technical assistance will also be available for assisting community organizations serving low- and moderate-income persons or that provide services in target areas in developing their proposals for HUD-CPD funded programs.

Technical assistance will include review and analysis of proposals by City staff specialists, the use of public meeting rooms, and access to program information. Technical assistance may be offered as one-on-one sessions, group training, or at community meetings and/or workshops. If staff capability does not exist to handle a request within a reasonable time period or an expenditure of funds is required, then the request will be routed through the City Manager to determine what action can be taken to more expeditiously resolve the issue.

### **~THE CONSOLIDATED PLAN AND ANNUAL ACTION PLANS~**

#### **Development of the Consolidated Plan**

Every three to five years the City will submit to HUD, a strategic plan of action describing local housing and community conditions, general and geographical priorities including the rationale for establishing priorities, identification of obstacles to meeting underserved needs, a summarization of specific objectives and expected outcomes addressing-affordable housing, public housing, homelessness, other special needs of categorized persons, non-housing community development needs, neighborhood revitalization, anti-poverty strategy, the institutional structures and its strengths and weaknesses in its delivery system. Local resources and coordination of those resources, and the lead agency or entity responsible for overseeing the development of the plan will be identified and the significant aspects of the process by which the consolidated plan was developed. The Consolidated Plan will also identify the agencies, groups, organizations, and others who participated in the development process, a description of the City’s consultations



with social service, health, housing, child services, and other entities, and a concise summary of the citizen review process and public comments.

### **Development of Annual Action Plans**

In accordance with the requirements of the Consolidated Plan (CP), annually, the City will submit a concise summary of objectives and expected outcomes of proposed activities that the jurisdiction will undertake during the next year to address priority needs and objectives identified in the Consolidated Plan. The Annual Action Plan (AP) will also include an evaluation of past performance, geographic distribution of available resources, consultation efforts, and a summary of citizen participation.

At a minimum, the planning and development of the Consolidated Plan and Annual Action Plans will include:

Notice of Community Planning Meetings. A notice of community planning meetings, to be conducted at designated locations, will be published in the local daily newspaper and on the Internet at the City's web page. These meetings will be conducted by the Community Development Advisory Committee and the EDCDD to provide program information and to offer technical assistance to citizens, community organizations, and other eligible entities. The notice will be published at least seventy-two hours (72) hours / three (3) calendar days in advance of the meeting(s) in the non-legal section of the local newspaper and at least three (3) days in advance on the Internet at the City's Community Development Department Community Planning Meetings web page. The notice will contain:

- Information on program funds made available from the U.S. Department of Housing and Urban Development-Community Planning and Development programs;
- The scheduled date, time, location, and general topics of discussion for the meetings; and
- The notice will be published in other non-English languages as described in the Public Notices section of this plan.

Accessible Meeting Materials. General information will be provided at the meeting either in the form of a brochure/handout or in an audio-visual presentation of program and meeting content. The City will use such means as signing interpretation for deaf persons, non-English language interpreters, and large print materials for sight impaired persons. Such material will include:

- The anticipated amount of HUD Community Planning and Development Program funds;
- The summary of requirements and the type of activities that may be undertaken including the type of activities previously funded in Killeen;
- The processes to be followed in the application/proposal process;
- The role of citizens in the planning process;
- The schedule of meetings and hearings associated with the Consolidated Plan and Action Plans

Location of Community Planning Meetings. The community planning meetings will be held throughout the City in locations easily accessible by low- and moderate-income persons, and to interested groups, and organizations.

### Project Proposal/Application.

The Community Development Department is responsible for development of an annual project proposal/application. The proposal/application will aid City staff and CDAC in the review and recommendation of eligible activities [projects, programs, or services] to be funded by the HUD-CPD programs. The proposal submittal will be open for a period not less than thirty-days. The CDD will provide applicants with technical assistance in completing the proposal/application.

Any oral project suggestions during planned meetings will be followed by encouragement to submit written project proposals.

Committee Review and Recommendation of Proposals. Upon the close of the proposal/application period, the Community Development Advisory Committee will meet, receive presentations from proposal applicants, discuss, and rank/prioritize the eligible projects submitted based on the priority needs expressed in the Community Planning Meetings and consistent with established goals and objectives identified by community stakeholders. The CDAC will then submit their recommendation to the Killeen City Council during two public hearings.

Review and Recommendation Associated With Response to Emergencies, Declarations of Disaster. Measures requiring immediate response to emergencies or declarations of disaster will be guided by the U.S. Department of Housing and Urban Development, or other fund source, to immediately address a response to an emergency, disastrous/catastrophic condition, or other such situation that requires protection, preparation and prevention of a potentially disastrous/catastrophic condition from occurring. The Killeen City Manager and/or his/her designee and the EDCDD will discuss proposed uses that will, to the greatest extent feasible, offer relief to the affected residents and the Killeen community.

Public Hearings. Following the community planning meetings and the annual request for proposals, the City Council will hold two public hearings to consider and review the recommendations from the CDAC and to hear citizen comments pertaining to these recommendations. At these public hearings, citizens and community organizations will be given the opportunity to present their proposals to the City Council for final consideration.

During the public hearings, citizens are invited to comment on the proposed plan(s) and provide comments or views in writing, or orally; a summary of these comments or views shall be attached to the submission to HUD.

Following the first public hearing, the EDCDD will prepare a notice of the proposed Action Plan of community development objectives and a summary of the proposed strategy detailed in the Consolidated Plan, and publish the notice in the local daily newspaper and on the Internet at the City's web page opening a 30-day public comment period. The notice will advise interested parties that a copy of the proposed action plan is on the Internet, at the "in this section" of the City's Community Development Department web page and on file in the Community Development Department office for public review. It will state that interested parties may submit any comments on the proposed action plan or Consolidated Plan for consideration prior to the final (second) public hearing and those comments shall be directed to the Executive Director of the Community Development Department. A summary of the public comments will be attached to the final version of the Annual Action Plan, Consolidated Plan, or such amendments to those plans.

Upon hearing any public comment and after consideration of these comments, the City Council may modify the proposed plan(s) if deemed appropriate. The City Council will adopt the plan(s) or amendments [as applicable] through an official Ordinance. Any additional public comments received will be included in the final plan(s) or amendment(s) submission to HUD.

Notice of Final Plan(s)/Amendment(s). Upon submission of the final plan(s) or amendment(s) and subsequent acceptance by HUD, the EDCDD will prepare and publish a notice advising interested parties where copies of such plan(s) or amendment(s) are available for public view.

The notice will indicate that objections can be filed with the City in the Community Development Department office. The DCDD will provide a written response to the complaint or objection within fifteen (15) business days of receipt of such complaint or objection.

Program Implementation. The Community Development Department will implement the approved projects with the applicant/sub-recipient entities for the program year. Periodically the EDCDD will meet with the CDAC, interested citizens, community agencies and other entities for the purpose of reviewing the overall status of projects and to consider and approve necessary changes in the program. All meetings will be open to the public and the status of approved projects will be discussed to allow citizens and interested groups an opportunity to voice concerns. Notice of these meetings shall be given in the same manner as other City appointed boards, commissions, and committee meetings.

### ~PERFORMANCE REPORT~

The Consolidated Annual Performance and Evaluation Report (CAPER) is submitted to HUD not later than ninety (90) days following the end of each program year, or as allowed by the funding authority due to emergency and or disastrous/catastrophic situations.

This report summarizes resources available, investment, affordable housing initiatives and accomplishments, geographic areas targeted for implementation, households assisted, household renters assisted through Public Housing administrators, assisted homeless persons, intergovernmental cooperation, public housing improvements and resident initiatives, public policies, lead based paint hazard reductions, fair housing, institutional structure, assessment of annual performance and summary of citizen comments.

Prior to the submission of the report to HUD, the City will publish a public notice soliciting citizen comment for a period of fifteen (15) days. Submission(s) due to HUD in situations of emergency, current and/or future declarations of disaster will be published for citizen comment for a period as allowed by statutory and regulatory requirements of the funding source.

Citizens may view the proposed report at Community Development Department offices or on the Internet at the City of Killeen Community Development Department web page.

Comments or views received pertaining to the development and contents of the report will be considered by the City and shall be included in the submission of the report to HUD. The final report will be available on the Internet at the City's Community Development Department web page and at the Community Development Department offices.

### ~DISPLACEMENT~

The City of Killeen does not anticipate the displacement of persons, as defined in Code of Federal Regulations Section 470.612(a) (24 CFR Section 470.612(a)), as a result of its activities during the development of the Consolidated Plan or Annual Action Plans however, should displacement occur as a result of community development programs, the City of Killeen will minimize and mitigate the effects of displacement by following the procedures set out under the Uniform Relocation Assistance and Real Property Acquisition Policies Action of 1970 (the Uniform Act).

When displacement is unavoidable, the EDCDD will notify the affected residents in writing informing them of the types of services available for displacement in accordance with the Uniform Act.

In the event that an affected resident disagrees with the need for displacement, the resident may file a written appeal with the Community Development Department Executive Director.

### ~AMENDMENTS~

The City is required to amend the Annual Action Plan or Consolidated Plan whenever it adds or deletes projects during the program year or substantially changes the purpose, scope, location, or beneficiaries of an activity. Amendments include changes in objectives, goals, strategies, resources available, etc. Reprogramming of funds may be necessitated by cost overruns, unforeseen circumstances, or low bids.

The CDD has identified the following criteria for what constitutes a substantial change or amendment in the planned or actual activities of the Consolidated Plan or Annual Action Plan:

PURPOSE	When the purpose of a project/program/activity is redesigned because of a significant change in how the funds will be used or the inclusion of a funding component not previously described in the Consolidated Plan or Annual Action Plan.
SCOPE/BUDGET	When the scope or a monetary change, of a project/program/activity, by an increase to the budget equal to 25% or more [from the originally approved allocation] and not previously described in the Consolidated Plan or Annual Action Plan.
LOCATION	When the location of a project/program/activity is changed from the original site(s)/location(s) and not previously described in the Consolidated Plan or Annual Action Plan.
BENEFICIARIES	When the beneficiary population is changed from the original type [limited clientele to area benefit, seniors to children, job benefit to housing, etc.] and not previously described in the Consolidated Plan or Annual Action Plan.

Such amendments will be presented to the Community Development Advisory Committee at any of the regular or special called meetings of that committee. Following this meeting, the CDAC will submit its recommendation to the City Council on the program amendment. The City of Killeen will also consider written comments or views submitted by citizens in the preparation of a substantial amendment to the Consolidated Plan. The proposed amendment will be published in accordance with the PUBLIC NOTICES section in this plan for a citizen review period of for thirty (30) days. In the event of declared emergency situations or current and/or future declarations of disaster the proposed amendment will be published for five (5) days. The City Council will act on the proposed amendment at a City Council Meeting in which proper notice of program amendment has been given.

### **~ACCESS TO RECORDS~**

The City of Killeen will provide timely access to information and records relating to the City's Consolidated Plan and use of funding under the HUD-CPD programs covered in the Plan from the preceding five years to citizens, public agencies and other interested parties. Information will be requested through the Community Development Department.

The request will be processed in accordance with the City of Killeen Open Records Requests policy and the Texas Open Records Act, V.T.C.A., Government Code, § 551.001 *et seq.*

### **~AVAILABILITY TO THE PUBLIC~**

Copies of the Consolidated Plan and Annual Action Plans, as adopted, any substantial amendments, and the Consolidated Annual Performance Evaluation Report will be available to the public on the Internet at the City's Community Development Department web page and in hardcopy at the Community Development Department office at 802 N. 2<sup>nd</sup> Street, Building E, Killeen, Texas 76541.

### **~COMPLAINTS~**

Complaints about the Community Planning Meetings, Meetings, Public Hearings, the Consolidated Plan, Annual Action Plan and Consolidated Annual Performance and Evaluation Report may be submitted in writing to the Community Development Department Executive Director. Written complaints may be filed at:

City of Killeen  
Director of Community Development Department  
P.O. Box 1329  
Killeen, Texas 76540-1329

Each complaint will receive a written response within fifteen (15) business days of receipt. The EDCDD will make every attempt to resolve the complaint in a timely manner. The Community Development Department will maintain a log of all complaints and responses for a period of five (5) years.

In the event the complaint is not satisfied, the plaintiff may request submittal and resolution to the next level of management (the Assistant City Manager-External Services, the City Manager, and then the City Council.) Every level of management will make every effort to equitably resolve a complaint.